

Rancho Santiago Community College District

District Services' Department Planning Portfolios For Planning, Evaluation and Resource Allocation

2015-2017





Introduction

As part of the Rancho Santiago Community College District's district-wide planning process, district services units conduct ongoing assessment, similar to the colleges' program review processes, to promote efficiency and effectiveness. The Planning and Organizational Effectiveness Committee (POE), made up of representatives from both colleges and district services, reviews these departmental documents and prioritizes specific recommendations prior to consideration by the District Council.

Each department creates a portfolio that describes its department, assesses its functions and services (in terms of staffing, budgeting, customers and services), identifies its service initiative and unit outcomes as they relate to the RSCCD goals and strategic plan objectives, and resources (personnel, technology, and fiscal) needed to compliment the work it produces. The two-year cycle of evaluation encourages department staff to regularly assess their program and the manner in which the needs of their clients/customers are addressed in order to maximize the department's strengths and implement improvements wherever possible.

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Rancho Santiago Community College District District Services Administrative Unit Review

Auxiliary Services

2015-2017

I. Department Mission Statement: (*Please provide a mission statement for your unit.*)

The mission of Auxiliary Services is to provide exceptional, personalized service to the students, faculty and staff of the Rancho Santiago Community College District. Auxiliary Services provides financial and budget services in support of campus programs and co-curricular activities which promote the general welfare, morale and educational experience of our diverse students and communities.

II. Functions and services: (*Please provide the basic functions and services for your unit.*)

The Student Business Office performs all necessary administrative functions for clubs and organizations in each of the following areas: Associated Student, Bookstore, Community Education, Diversified Agency, Diversified Trust and the Student Representation Funds. Staff performs accounts payable, cashiering, general accounting and purchasing functions for all college clubs and organizations and ensures compliance with internal and external laws, regulations, guidelines and board policies. Staff develops internal controls and fraud prevention systems for cashiering locations and all fundraising accounts and ensures compliance with accounting and documentation standards through controlled receipt disbursement.

Cashiering staff are responsible for updating, monitoring, correcting and reconciling individual student accounts, processing departmental deposits/cash receipts, tracking college student account receivable totals and providing student and staff photo ID services.

III. Customers and recipients of services: (*Who are the customers/recipients of your services?*)

- Students
- Student clubs and organizations
- Faculty and staff
- All district divisions and departments
- Public requesting information
- Federal, State and local agencies

IV. Staffing: (*Please summarize the status of your staffing since the last planning cycle and concerns.*)

We have continued to augment services (counter and phone support) with short term employees and student workers in an attempt to continue to provide support to students, campus programs and to meet departmental needs. Services have been centralized at Santa Ana College combining the Cashiering Operations and the Student Business Office. Santiago Canyon College will continue to transition from the Cashiers Office to a full service Student Business Office. Auxiliary will continue to provide support to SCC and request filling the 19 hour Auxiliary Services Specialist at the Santa Ana College Student Business Office to support the counter transactions.

V. Budgets: *(Please summarize the status of your department budget and concerns)*

Auxiliary budgets remain static. In the upcoming fiscal years, Auxiliary Services plans to optimize the Auxiliary budgets while filling vacancies that are key to the success of the departmental goals and objectives.

VI. Department Assessment: (Please provide internal assessment of your department (by all unit staff) and external assessment (from data provided by the District Services Satisfaction Survey, as well as other sources that your department would like to use). What recommendations would you like to bring to the District's attention?)

a) Internal Assessment:

Staff continues to evaluate service needs and identify areas for improvement based on changing technology and departmental requests to update and automate processes. Staff is partnering with Accounting, ITS, Safety and Security and various campus departments on a variety of projects which include on-line ticket services, a departmental credit card payment portal and to identify and secure a third party vendor for the sale and distribution of parking permits. Staff will also continue to partner with Facilities as we plan for the move to the temporary village in the Spring of 2016.

b) External Assessment:

The Student Business Office and Cashiers Offices at both campuses received excellent ratings for staff helpfulness, knowledge, timeliness of response to requests, availability of assistance and overall quality of services. Customer comments had excellent reviews of staff and Management. The survey shows a slight decrease in ratings from SCC staff which shows that we need more of a Student Business Office presence at the SCC location. The SAC Cashiering location also had a slight decrease in ratings due to staffing shortages. Requests were made for Cashiering to be open one evening per week in addition to additional staff during rush and peak periods.

c) Recommendations:

Continue to evaluate new business models and look at new ways to deliver services, streamline processes and provide timely delivery to our internal customers. Develop questions for distribution by the Research Department to review trends and identify areas of improvement.

Provide additional Student Business Office support at Santiago Canyon College and part time counter help at the Santa Ana College Student Business Office.

Consider extending hours one night a week to service evening staff/students.

VII. Work Plan: (As the result of reviewing your department assessment, what initiatives does your department want to address in 2013-2016? Please identify which RSCCD goal(s) and strategic plan objective(s) does it addresses, what resources do you need to achieve these goals, how will you know that you've achieved that goal at the end of the cycle?)

RSCCD Goals your service initiative address.	RSCCD Strategic Plan your service initiative address.	Service Initiative Goals that your department would like to address.	Unit Outcome (The client) will (intended outcome) as a result of (function or action).	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resource(s) (personnel, technology, fiscal) do you need to achieve your goal(s)?	Results After two years, how did well did you achieve your goals?
Support initiatives that result in quantifiable improvement in student access and success.	Maintain and enhance the RSCCD's technological infrastructure.	1. Coordinate with ITS to schedule and automate the drop for non payment process and the student hold account placement and removal.	1.The automation will alleviate back office processing and shift resources to student services areas.	1.Staff will no longer need to run back office processes for holds to be placed, removed or drops for non-payment.	1. Requires ITS to prioritize project request. The goal has been transferred from Fiscal to Student Services. Coordination with Student Service staff will be required to elevate the priority level in order to alleviate the demands on Auxiliary staff.	
Assess educational needs and adjust support services to optimize the alignment of students' needs with services and resources.	Continue to determine the needs of the community.	2.Transition Auxiliary Operations at Santa Ana College (Bookstore, Cafe and Student Business Office) to The Village while minimizing interruption of services.	2. Operations will be relocated to the temporary village.	2. No significant decrease in transactions and student traffic.	2. Coordination with ITS, Facilities and the moving company to seamlessly relocate technology, cameras, office equipment and refrigeration units.	

RSCCD Goals your service initiative address.	RSCCD Strategic Plan your service initiative address.	Service Initiative Goals that your department would like to address.	Unit Outcome (The client) will (intended outcome) as a result of (function or action).	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resource(s) (personnel, technology, fiscal) do you need to achieve your goal(s)?	Results After two years, how did well did you achieve your goals?
Assess educational needs and adjust support services to optimize the alignment of students' needs with services and resources.	Continue to determine the needs of the community.	3. Implement an online private store front that will allow secure credit card payment acceptance to assist and enhance processing of Auxiliary credit card payments (ie. International Student application, Athletics, Transfer Center field trips, facility vendor payments) and provide convenience for departments and staff.	3. Increase accessibility and efficiency to students and RSCCD departments using TouchNet/Heartland tools which will also increase credit card security.	3. Payments will be accepted remotely online for departmental deposits.	3. Coordination with TouchNet/Heartland, ITS and Fiscal Services (funding cost of tool implementation).	
Use a cycle of integrated planning that will demonstrate the effective use of resources.	Support and encourage focused green practices.	4. Identify a third party vendor to manage sales, disbursement and tracking of student and staff parking permits. 5. Coordinate with ITS to place a secure online ticket store webpage once ITS transitions to the new student portal for students as another option to purchase discount tickets	4. Relieve Cashiering staff of the manual process, increase turnaround time of disbursement and provide temporary permits during peak periods. 5. Increase accessibility to students utilizing current existing technologies which will enhance student experience.	4. Parking will be offered via a third party vendor on the student portal. 5. A secure webpage will be created with individual secure student logins/district assigned emails.	4. Coordination with ITS, District Safety and Security and third party vendor. 5. Coordination with ITS.	



**Rancho Santiago Community College District
District Services Administrative Unit Review
Bookstores
2015-2017**

I. Department Mission Statement: (*Please provide a mission statement for your unit.*)

The RSCCD campus bookstores are nonprofit institutionally-owned retail stores committed to providing essential educational resources and high quality collegiate merchandise to enhance academic life in a comfortable, inviting and inclusive environment. The campus stores take pride in offering exceptional, personalized service to the students, faculty, staff, alumni and visitors. Staff offer specialized knowledge, goods and services in order to help foster intellectual growth, enhance the quality of life in our community, provide valuable work experience to enrolled students and to broaden the personal, educational and professional experiences of our customers.

II. Functions and services: (*Please provide the basic functions and services for your unit.*)

The Campus stores are responsible for providing the necessary educational tools to serve and benefit the students, faculty and staff at all college locations including textbooks, course supplies, office supplies, logo merchandise and convenience products. The stores conduct year round buy back of used books, provide 24 hour vending machines carrying testing and school supplies, maintain accounts receivable records and monitor proper inventory levels through an annual yearend inventory count. The campus stores also offer services that include a comprehensive textbook rental program, digital textbooks and provide alternate sources for students to purchase course materials at the lowest price possible through comparison websites. In addition, the stores offer valuable work experience and training to enrolled students, for many as a first job.

The Don Bookstore services the needs of Santa Ana College community along with the SAC Cafe, Don Express, a remote convenience store offering snacks, beverages, testing and school supplies. The Hawk Bookstore services the needs of the Santiago Canyon College community and the Orange Education Center. The CEC Bookstore services the needs of the Centennial Education Center.

III. Customers and recipients of services: (*Who are the customers/recipients of your services?*)

- Students
- Student clubs and organizations
- Faculty and staff
- Alumni, community members and visitors of the district
- All district divisions and departments
- Public requesting information
- Federal, State and local agencies

IV. Staffing: (*Please summarize the status of your staffing since the last planning cycle and concerns.*)

The campus stores will continue to hire student workers which is both cost efficient and a win-win for the campus community by offering students valuable work experience and the stores valuable employees who are hard-working and empathetic to our community. Several full time and part time ongoing positions have been vacated including the Santa Ana College Bookstore Manager. Critical positions will be identified for recruitment and others will remain vacant. Substitute and short term positions have time limitations so Interim positions should be considered to fill the major gaps.

V. Budgets: *(Please summarize the status of your department budget and concerns)*

Profitability for both campus stores increased significantly over the 2013-2015 period and contributions (75% of profit/loss) was distributed back to the campuses totalling \$452,219 based on the 14/15 year end profits.

Inventory will be reduced at the Don Bookstore and Cafe in order to downsize for the relocation to The Village at the Santa Ana College campus.

No significant increases or decreases are expected and we anticipate additional savings due to the staffing reductions from retirements and resignations. Currently the positions are not being filled as needs are evaluated. Any short-fall for the interim stay in The Village will be off-set by these salary savings.

Credit card processing fees will decrease significantly which will yield savings from the transition to Heartland credit card processing company.

VI. Department Assessment: (Please provide internal assessment of your department (by all unit staff) and external assessment (from data provided by the District Services Satisfaction Survey, as well as other sources that your department would like to use). What recommendations would you like to bring to the District's attention?)

a) Internal Assessment:

Customer service is an integral part of the equation for a successful campus store. Ongoing training and employee development is necessary. Profitability has increased significantly for both campus stores and provided the ability to make contributions to both campuses. We will seek opportunities to continue these contributions to the colleges.

b) External Assessment:

The campus stores had overall improvement in the excellent/good ratings in staff helpfulness, knowledge, timeliness of response, availability of assistance, services provided and overall quality of services increased from 56% to 70% between 2013-2015.

c) Recommendations:

Bookstore Management and staff need to stay on top of the latest trends such as market based pricing, dynamic sourcing, digital packages, automated order decisions and their impact on sell-through of course materials today and in the future.

The addition of a procurement card to capitalize on lower priced textbooks is strongly recommended.

Reach out to academic departments on both campuses and meet individually to explain the value of the campus store and the positive impact that is being made on campus.

VII. Work Plan: (As the result of reviewing your department assessment, what initiatives does your department want to address in 2013-2016? Please identify which RSCCD goal(s) and strategic plan objective(s) does it addresses, what resources do you need to achieve these goals, how will you know that you've achieved that goal at the end of the cycle?)

RSCCD Goals your service initiative address.	RSCCD Strategic Plan your service initiative address.	Service Initiative Goals that your department would like to address.	Unit Outcome (The client) will (intended outcome) as a result of (function or action).	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resource(s) (personnel, technology, fiscal) do you need to achieve your goal(s)?	Results After two years, how did well did you achieve your goals?
Improve rates of course completion of requirements for transfer, degrees and diplomas.	Support integrated approaches to student success and achievement.	1. Continue to increase used titles, grow rental program, educate faculty on custom titles and provide more digital offerings.	1. Remain the primary provider of quality course materials for the campus community by offering the appropriate course materials at the best possible price.	1. Increase market share in used titles, rentals and digital offerings.	1. Current textbook buyers at each campus and implementation of a Bookstore procurement card to obtain lower priced textbooks from online sellers.	
Assess educational needs, pursue partnerships to collaboratively meet those needs.	Strengthen, develop and sustain relationships with key partners and stakeholders (faculty).	2. Meet one on one with each academic department to discuss future course material delivery methods.	2. Faculty will recognize and support the campus stores and value the positive impact that is being made on campus.	2. Receive more positive feedback in annual satisfaction surveys regarding the value and recognize an increase in faculty textbook requisitions.	2. Current campus store staff and participation of the faculty at one on one departmental meetings.	

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Support innovations that result in quantifiable improvement in student access, preparedness and success.	Maintain and enhance the RSCCD's technological infrastructure.	3. Monitor trends in digital textbooks and open education resource materials. Provide a portal for open source materials for faculty and students through internet sourcing, partnering with publishers and providers on non-traditional distribution of technology and physical course material offerings.	3. Faculty will be able to use the campus store for open source materials and technologies. Programs that will be offered by publishers in different ways; i.e. subscription, digital, fee-base, can be leveraged by the campus stores.	3. Offer open source materials as required by campus faculty on the bookstore websites and in-store. Have a resource library of available open-source and alternate distribution materials open to faculty in an on-line database.	3. No additional personnel needs currently. Continue to provide training and educational materials for bookstore personnel on the coming trends of course content delivery.	
Assess educational needs and adjust support services to optimize the alignment of students' needs with services and resources.	Continue to determine the needs of the community.	4. Transition the Don Bookstore and Cafe to The Village while minimizing interruption of services.	4. Operations will be successfully relocated to the temporary village.	4. No negative impact on financial profits of the Don Bookstore and Cafe.	4. Coordination with ITS, Facilities and the moving company to seamlessly relocate textbooks, supplies, soft goods, technology, cameras, office equipment and refrigeration units.	



**Rancho Santiago Community College District
District Services Administrative Unit Review
Center for International Trade Development
2015-2017**

I. Department Mission Statement: (*Please provide a mission statement for your unit.*)

The Center for International Trade Development (CITD) invests in California's economic growth and global competitiveness through industry-specific education, training and international trade services that contribute to a highly skilled and productive workforce.

II. Functions and services: (*Please provide the basic functions and services for your unit.*)

Deliver International Trade programs to facilitate international expansion and job creation.

- Training and consulting services in partnership with the Orange County SBDC to help businesses expand internationally
- Exam preparation courses for credentials valued by industry
- Assist foreign investors

Inform Career Pathways and Technical Assistance

- Support Global trade pathway development by hosting intersegmental conferences for secondary teachers and college faculty to collaborate
- Professional development opportunities for faculty
- Provide updated information on regional trends in the Global Trade sector
- Global trade internship opportunities for community college students

Expand Global Trade Curriculum and International Marketing Opportunities

- Global trade curriculum to increase secondary instructional offerings
- Provide updated information on regional trends in the Global Trade sector

List of services:

- Export & Import Training
- International Trade Research
- International Trade Provider Referrals
- Industry Credential Training
- Inbound/Outbound Trade Missions and Buyer Delegations
- Trade Resources
- Customized Training
- Access to qualified college students for internships

III. Customers and recipients of services: *(Who are the customers/recipients of your services?)*

Business : Enable businesses to enter foreign markets: training, counseling, consultation, market research, and trade missions. Provide technical assistance, workshops, seminars, training programs to small businesses with high potential of job creation and retention.

Educators: Work with secondary and post-secondary partners to increase students awareness of global trade and logistics opportunities to increase student pursuit of occupations in these industries, and strengthen the pathways between related programs. Provide professional development opportunities, to increase faculty members' access to best practices, succesful models, industry feedback and educator networks.

Students: Engagement of youth in exploration of global trade and logistics careers with reference to local training and certification programs offered by colleges. Promote and recruit community college students to participate in internships available through Orange County CITD. Increase students readiness to enter and succeed in the Global Trade industry sector. Increase preparation courses for certifications valued by industry. Develop internship opportunities for students so they gain real-world experience.

Incumbent Workers: Provide skills training to support the businesses' global trade activities as well as provide industry certification information.

IV. Staffing: *(Please summarize the status of your staffing since the last planning cycle and concerns.)*

Staffing has decreased due to budget constraints. Our department consists of the Director and Business Services Coordinator.

V. Budgets: *(Please summarize the status of your department budget and concerns)*

We are working within our budget. However, there is a need for more staff to more effectively run our program. For instance, we need a permanent marketing specialist. Also, there is a need in the business community for foreign investor assistance. However, we need approximately \$70,000 - \$90,000 to run a foreign investor assistance program. This program will bring revenue to the district, but without funding soon, we will lose the opportunity to others in the region.

VI. Department Assessment: (Please provide internal assessment of your department (by all unit staff) and external assessment (from data provided by the District Services Satisfaction Survey, as well as other sources that your department would like to use). What recommendations would you like to bring to the District's attention?)

a) Internal Assessment:

There is no formal internal assessment other than the periodic staff assessments. However, we regularly review our work plan progress against the Chancellor's Office measurements established. This way we assess our own progress toward program objectives and goals.

b) External Assessment:

We receive continuous feedback from external sources such as SAC, other community colleges we work with, K-12 partners, workforce partners and the local business community. We receive feedback as to the relevancy of the services we're providing, what gaps we need to fill, and how they would like us to engage. Thus far, the feedback has been positive and the requests for our services and engagement has increased.

c) Recommendations:

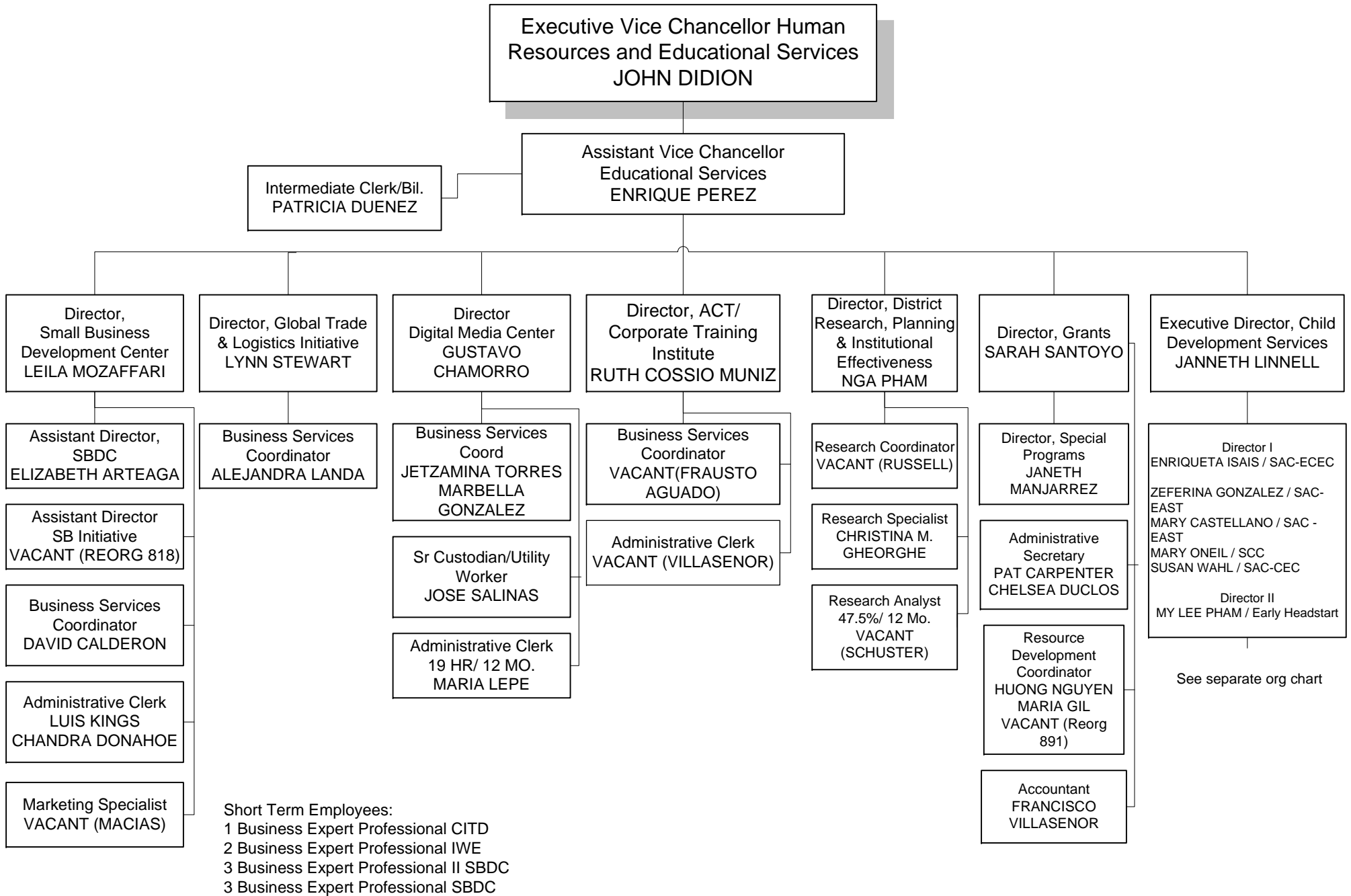
The District's Economic Development department/Ed Services needs to do a better job of engaging with the colleges to educate them on who we are, what we do and how we can benefit and/or serve them. We should be at their department meetings, connecting with faculty and Deans and showing them how we can work with them.

VII. Work Plan: (As the result of reviewing your department assessment, what initiatives does your department want to address in 2013-2016? Please identify which RSCCD goal(s) and strategic plan objective(s) does it addresses, what resources do you need to achieve these goals, how will you know that you've achieved that goal at the end of the cycle?)

RSCCD Goals your service initiative address.	RSCCD Strategic Plan your service initiative address.	Service Initiative Goals that your department would like to address.	Unit Outcome (The client) will (intended outcome) as a result of (function or action).	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resource(s) (personnel, technology, fiscal) do you need to achieve your goal(s)?	Results After two years, how did well did you achieve your goals?
Goal #1	Objectives 1-3	CITD will work collaboratively in a network and connect programs and employers and promote and strengthen curriculum and program alignment.	<ul style="list-style-type: none"> - Continue to determine the needs of the community - Better alignment to industry needs - Promote student success 	<ul style="list-style-type: none"> - Growth of GTL Industry & Educator Advisory Committee, increased engagement - Development of industry focused content/programs - Increased number of GTL Pathways developed and/or in development 	Director Faculty Experts Regional Consortia	
Goal #2	Objectives 1 & 2	Strengthen outreach and continue to actively engage our local employers, educational and workforce partners to assess needs and address skills gaps. Also provide global trade services to the business community to foster growth & job creation.	<ul style="list-style-type: none"> - Strengthen global trade programs at the high schools/ROPs and community colleges. - Identify needed skills and competencies to be used in program alignment and development. - More businesses expand globally leading to economic growth, job creation & retention. 	<ul style="list-style-type: none"> - Increased enrollment in Global Trade courses, certificate completion. - More educational institutions offering global content - Increased number of businesses served, an increase in growth & job creation 	Director Business Svcs Coord. Global Trade & Logistics Strategic Planning Collaborative	

RSCCD Goals your service initiative address.	RSCCD Strategic Plan your service initiative address.	Service Initiative Goals that your department would like to address.	Unit Outcome (The client) will (intended outcome) as a result of (function or action).	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resource(s) (personnel, technology, fiscal) do you need to achieve your goal(s)?	Results After two years, how did well did you achieve your goals?
Goal #3	Objective #2	Provide professional development opportunities for faculty to increase their knowledge and capacity in GTL	Faculty participating in professional development opportunities and transferring what they've learned into their curriculum and pedagogy	<ul style="list-style-type: none"> - Increased number of faculty participating in the professional development opportunities. - an increase of global content in courses. - New pedagogy, technology & methodologies used to enhance course delivery and outcomes. 	Director Business Svcs Coord. International Trade Advisor Research Assistant	

Rancho Santiago Community College District EDUCATIONAL SERVICES





**Rancho Santiago Community College District
District Services Administrative Unit Review
Chancellor's Office
2015-2017**

I. Department Mission Statement: (*Please provide a mission statement for your unit.*)

The Chancellor's Office will serve the needs of our two colleges by helping them to fulfill their respective mission statements.

II. Functions and services: (*Please provide the basic functions and services for your unit.*)

The Chancellor's Office supports the Board of Trustees and oversees the major operations of the college/district. This office also serves a liaison function with the community in a variety of ways.

III. Customers and recipients of services: (*Who are the customers/recipients of your services?*)

The direct customers are the members of the Board of Trustees, the college presidents, the senior-level staff of the district, the leadership of the constituent groups, and community representatives.

IV. Staffing: (*Please summarize the status of your staffing since the last planning cycle and concerns.*)

The Chancellor's Office consists of three positions: the chancellor, the executive assistant to the chancellor, and the executive assistant to the board of trustees. The staffing level is sufficient to respond to most needs. One area of concern has to do with the response to public records requests. The executive assistant to the chancellor has taken on the added assignment of being the contact point for public records requests. This additional duty has greatly increased her workload. It is an area of concern and if the workload becomes unmanageable, then we will have to make an adjustment to this situation.

V. Budgets: *(Please summarize the status of your department budget and concerns)*

Our budget will be slightly more next year than it was this year. The reason for the increase has to do with the fact that the constituent groups made a recommendation through the participatory governance process to not allow the district office to have a budget carryover. The carryover was used to fund specific activities, such as marketing for the colleges and overages in legal fees. Since those funds will not be available to use as discretionary funds, then the budget categories in the Chancellor's Office budget will have to be adjusted to account for the actual spending that is required in various categories.

VI. Department Assessment: (Please provide internal assessment of your department (by all unit staff) and external assessment (from data provided by the District Services Satisfaction Survey, as well as other sources that your department would like to use). What recommendations would you like to bring to the District's attention?)

a) Internal Assessment:

The internal assessment of our staff is that people generally are pleased with the level of service that we provide. We will continue to scrutinize our operations and look for ways to improve our service level.

b) External Assessment:

In reviewing the data from the survey, it is apparent that our unit received good ratings across the range of categories in the survey. However, the ratings have dipped slightly from the ratings received in the 2013 survey. It is not a cause for concern unless this develops into a trend and the ratings continue to move downward in future surveys.

c) Recommendations:

In 2014 and 2015, we increased our frequency and types of communications. It is important to get information out to our constituents and we want to be proactive in this regard. Due to workload issues, we have not been as consistent in all of our communication endeavors as we could be. In particular, the eBlasts from the Chancellor and the Rancho View have not been sent out on a consistent basis. We will strive for more consistency.

VII. Work Plan: (As the result of reviewing your department assessment, what initiatives does your department want to address in 2013-2016? Please identify which RSCCD goal(s) and strategic plan objective(s) does it addresses, what resources do you need to achieve these goals, how will you know that you've achieved that goal at the end of the cycle?)

RSCCD Goals your service initiative address.	RSCCD Strategic Plan your service initiative address.	Service Initiative Goals that your department would like to address.	Unit Outcome (The client) will (intended outcome) as a result of (function or action).	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resource(s) (personnel, technology, fiscal) do you need to achieve your goal(s)?	Results After two years, how did well did you achieve your goals?
District Goal #5		The Chancellor's Office will determine how to communicate more effectively with constituent and community groups.	Increased perceptions about transparency, timeliness, and responsiveness.	Higher ratings and comments on survey.	There will be little actual cost for this improvement effort.	



**Rancho Santiago Community College District
District Services Administrative Unit Review
Child Development Services
2015-2017**

I. Department Mission Statement: (*Please provide a mission statement for your unit.*)

The Mission of RSCCD Child Development Services is to support and promote the district's commitment to student success by providing access to vital, comprehensive, and quality early education programs and services, which reflect and address the needs of the multi-faceted community.

II. Functions and services: (*Please provide the basic functions and services for your unit.*)

CDS operates four childcare centers at District facilities (SAC, SCC, CEC, and SAC-E) and two partnership sites on SAUSD campuses (Valley and Sepulveda) through the administration of several funding sources, including fee for service, California State Preschool, California General Childcare, Early Head Start, CCAMPIS, and the Orange County Children and Families Commission. The childcare centers also function as lab schools for students studying human development and nursing.

III. Customers and recipients of services: (*Who are the customers/recipients of your services?*)

CDS has a variety of customers both internal and external:

- Children and their families
- Students from credit and non-credit programs
- Community Organizations, other Districts, and Agencies
- Faculty and District Personnel
- Funders

IV. Staffing: (*Please summarize the status of your staffing since the last planning cycle and concerns.*)

Staffing patterns in the classrooms were adjusted to address the shift in services to 6:00pm. The overall staffing of the department needs to be analyzed to ensure efficiency in the delivery of quality services to children and their families.

V. Budgets: *(Please summarize the status of your department budget and concerns)*

Child Development Services was able to mitigate the impact of the closure of OEC through twilight classes and a partnership with Santa Ana Unified Services. The department will meet all budgeted projections for the year by meeting the Average Daily Attendance numbers to fully draw down the contracts.

VI. Department Assessment: (Please provide internal assessment of your department (by all unit staff) and external assessment (from data provided by the District Services Satisfaction Survey, as well as other sources that your department would like to use). What recommendations would you like to bring to the District's attention?)

a) Internal Assessment:

CDS developed a comprehensive strategic plan to outline a collective clear path for the department. The strategic plan process included input from all CDS staff (classroom staff, clerical staff, home visitors, and center directors), community partners, and recent audit findings. The strategic plan findings are listed (and how they will be addressed) in the work plan section.

b) External Assessment:

The CDS strategic plan is a hybrid of external and internal assessment of the department. The findings of the District Services Satisfaction Survey were consistent with the items being addressed in the strategic plan.

c) Recommendations:

No recommendations at this time.

VII. Work Plan: (As the result of reviewing your department assessment, what initiatives does your department want to address in 2013-2016? Please identify which RSCCD goal(s) and strategic plan objective(s) does it addresses, what resources do you need to achieve these goals, how will you know that you've achieved that goal at the end of the cycle?)

RSCCD Goals your service initiative address.	RSCCD Strategic Plan your service initiative address.	Service Initiative Goals that your department would like to address.	Unit Outcome (The client) will (intended outcome) as a result of (function or action).	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resource(s) (personnel, technology, fiscal) do you need to achieve your goal(s)?	Results After two years, how did well did you achieve your goals?
#1		CDS' Communication Goal: Create an overarching system in which staff, families, and community partners are aware of all programs and child development centers	Develop and update social media, family email, and a "living" website.	Establish social media presence, family email protocol and new website.	Public Affairs and Publications Department, and Information Technology Department support. In addition to fiscal, technology, and personnel resources.	
#1 and #5		<p>Research and Evaluation Goal: Promote rigorous evaluation approaches to teaching and learning in all facets of program operation.</p> <p>Publish yearly report at the end of the year as part of the requirements for the self-study.</p>	<p>Implement more data driven decisions at all levels of programming (child, group, classroom, center, and program).</p> <p>Publish and distribute yearly CDS report to stakeholders with children's outcomes.</p>	<p>Update planning protocol to include data as a basis for decisions at all levels of programming.</p> <p>Publish and distribute yearly CDS report to stakeholders with children's outcomes.</p>	<p>Personnel resources.</p> <p>Public Affairs and Publications Department support and personnel resources.</p>	

RSCCD Goals your service initiative address.	RSCCD Strategic Plan your service initiative address.	Service Initiative Goals that your department would like to address.	Unit Outcome (The client) will (intended outcome) as a result of (function or action).	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resource(s) (personnel, technology, fiscal) do you need to achieve your goal(s)?	Results After two years, how did well did you achieve your goals?
#1		CDS' Professional Development Goal: Promote ECE knowledge, competencies and pedagogy through training plans that provide ongoing training with depth and intentionality to increase knowledge and enhance program quality.	Develop comprehensive staff training plan that addresses strengths and needs of the program. Align and uniform all standards to the highest practices.	Create and implement a staff development plan that includes training. Develop standardized policies and procedures for the department.	Personnel and fiscal resources.	

**Rancho Santiago Community College District
EDUCATIONAL SERVICES
DISTRICT CHILD DEVELOPMENT SERVICES**

Executive Director Child
Development Services
JANNETH LINNELL

Administrative Secretary
VACANT (LUGO)/Bil

Accountant
CHERIE ERICSON

Santa Ana College
Early Childhood Education Center

Director II
JERELYN COWAN

Director I
MARIA CASTELLON

Master Teacher

AMBER SPRINGFIELD KEO SALINAS
ALISA DANIELS LUZ CORDOBA
SANDRA SHINN IMELDA INIQUEZ
PAZ JORQUERA LYN RACCA
JUANA ESCALERA JACQUELINE KARTER
NICOLE BENAVENTE **LILIA RAMIREZ (PT)**
VACANT

Administrative Clerk
VERONICA MC ADAM/Bil ISABEL MATA/Bil

CDC Cook/Nutrition Specialist
FAUSTA PONCE .75 FTE/12 MO.
KURT SIEBERT .475 FTE/12 MO. (Reorg 490 position
eliminated when incumbent retires)

Food Service Aid
VACANT (REORG 790) 47.5%/ 11 mo
VACANT (REORG 790) 47.5%/ 11 mo

Custodian
JOSE GARCIA .475 FTE 12 MO
NALLELY TAMAYO FRIAS .475 FTE 12 MO
GRACIELA CHAVEZ / FT

RSCCD – SEPULVEDA
Master Teach/Site Supervisor
YOLANDA AGUILERA

Santa Ana College
Centennial Child Development Center

Director I
SUSAN WAHL

Master Teacher
YOLANDA GASCA
ARTEMISA PAZ-LUGO
ERIKA CHAVEZ (PT)
MARIAN CAMSON

Teacher
MARY CAHILL
Associate Teacher
ELVIA PEREZ ZUNIGA

Administrative Clerk
LILIA GARCIA /Bil.

CDC Cook/Nutrition Specialist .75 FTE
MARIA FABIOLA CARINO/12 MO

Food Service Aid 47.5% 11 Mo
VACANT (REORG 790)

Custodian
EMILIANO MEDINA .488 FTE 12 MO

SAC CDC EAST CAMPUS
Director I
ZEFERINA GONZALEZ

Master Teacher
VACANT (PT/Reorg 921)
NANCY GONZALEZ
MARIA GUERRA
VIOLET GUTIERREZ

Teacher
CRISTINA LEMUS VALLEJO
TERESA NICHOLS

Administrative Clerk
CLAUDIA LOZADA/Bil

CDC Cook/Nutrition Specialist ALEJANDRA
GARCIA .75 FTE/12 MO

Santiago Canyon College
Child Development Center

Director I
ENRIQUETA ISAIS

Master Teacher (4)
KATHLEEN MC CANN
COLLEEN MANGALI
CAROL JOSEPH
ROSIE BARCELLONA

Teacher (4)

Administrative Clerk/Bil.
ALEJANDRA FELICIANO

CDC Cook/Nutrition Specialist
RAFAEL GAYTAN .75 FTE/12
MO

Custodian
GUADALUPE HERNANDEZ

Early Headstart
Director II - MY LE PHAM

EHS Coordinator/ FT
VACANT (Reorg 633)
VACANT (Reorg 633)
Assc Dir II
JENNIFER PRUZNICK
CONNIE VAN (Reorg 725)

Master Teacher
CONSUELO ORTIZ
ALICIA RAMIREZ
CATHERINE CANDELA
SANDRA SANTAMARIA
ISELA CERVANTES
MARYBEL ARREGUIN LOPEZ
DAISY CASTANEDA
ANA FREGOSO

Santiago Canyon College
Orange Education Center

Director I
(VACANT)

Master Teacher (4)
CAROL JOSEPH (SCC)
LYN RACCA (SAC)
ROSIE RUIZ (SCC)

Teacher
VACANT (PEIRANO)
VACANT (WAUGH)

Administrative Clerk/Bil.
CLAUDIA LOZADA (SAC EAST)

CDC Cook/Nutrition Specialist
ALEJANDRA GARCIA .75 FTE/12 MO
(SAC EAST)

Custodian
GRACIELA CHAVEZ (SAC)

Administrative Secretary
VACANT (VALADEZ)

Administrative Clerk/Bil
JESSICA AVALOS



**Rancho Santiago Community College District
District Services Administrative Unit Review
Corporate Training Institute
2015-2017**

I. Department Mission Statement: (*Please provide a mission statement for your unit.*)

The Corporate Training Institute (CTi) is committed to revitalizing the economic growth and global competitiveness of businesses in California through industry certification training and contract education services that contribute to a highly skilled and productive workforce.

II. Functions and services: (*Please provide the basic functions and services for your unit.*)

1. The Corporate Training Institute provides customized occupational training to businesses, community organizations and Workforce Investment Boards seeking professional development, soft skills, upgrading of incumbent workers' capabilities and talent offered through contract education. Curriculum is pre-developed in conjunction with faculty and/or industry professionals. Training is tailored to meet the client's preferred length of the learning program, presented within the clients' specific timeframe, and delivered at the location needed.

2. The ACT Center is a state-of-the-art testing center that provides work skills assessments for employment, certification and licensure in many occupational fields. Our ACT Center assists clients with Human Resources needs in recruitment, promotion and hiring of employees. CTi houses one of only a few nationally authorized ACT Centers in Southern California providing state-of-the-art WorkKeys® assessments that identify skills gaps of potential employment candidates, and determine training needs of a potential workforce.

3. Our license with the KeyTrain interactive learning system assists with online, self-paced basic skills training in Math, Reading, Critical Thinking, and Applied Technology. Courses are aligned to scores received in WorkKeys. For the student population, CTi also purchased the license for CareerReady 101, which provides the younger audience with a learning experience to navigate their career options.

4. Most recently, the CTi Director was also appointed to serve as a Deputy Sector Navigator of Retail, Hospitality and Tourism to serve all 27 colleges in the region and promote them to businesses in both the Orange County and Los Angeles areas. The role of DSN addresses the development of partnerships on a regional level to support local community college responsiveness to emerging industry and workforce needs and develops strategies to address workforce issues. In effect is the collaboration with industry organizations to target training needs and develop customized training/certificate programs that can be provided through college-credit or contract education. Simultaneous outreach increases employer awareness of RSCCD workforce development programs and services available through the community colleges, Corporate Training Institute and ACT Center.

III. Customers and recipients of services: (*Who are the customers/recipients of your services?*)

Through the role of CTi Director and DSN, partnerships have been formed with, but are not limited to the following companies:

- Starbucks • Marriott • Wyndham Resorts • California Restaurant Association • Princess Cruises
- American Hotel & Lodging Association • Western Association of Food Chains • Angels Baseball

Also, the Orange County and Santa Ana Workforce Investment Boards, the Santa Ana, Irvine, Costa Mesa, Anaheim and Los Angeles Chambers of Commerce, the U.S. Small Business Administration, Orange County Business Council, and numerous others.

Direct services have been provided to various business owners and organizations in the area, including:

- Irvine Marriott
- Goodwill Industries
- International Seal
- Northrop Grumman
- Packaging Corporation of America
- Orange County Sheriff's Dept.
- Southern California Gas Company
- Stepan Company
- ML Kishigo

...and other notable businesses.

IV. Staffing: (*Please summarize the status of your staffing since the last planning cycle and concerns.*)

Recommendation was made in the last planning cycle to replace vacant positions affected by the Reduction in Force/layoffs and return general funds removed from CTi so that the department can rehire staff that transitioned from 5 employees to only one – the Director.

Currently CTi has no full-time positions and is permitted to only hire short-term individuals, which limits the efficiency and growth of the operations of three (3) programs:

- Corporate Training Institute
- ACT Testing Center
- DSN for Retail/Hospitality/Tourism project serving 27 colleges in Orange County and Los Angeles

Without at least one full-time position, all three (3) programs suffer and makes way for other college districts to penetrate the market. A full-time coordinator and at least one full-time test proctor is critical.

The Director, alone, has to continually train and retrain new short-term hires that come and go every year, cutting valuable time, talent and efficiency to grow the programs to their full potential.

Nonetheless, the program director continues to bring in funding for additional projects, revenue and exposure to the District, one of which includes acquiring new testing partners for the ACT Center that allows CTi to now offer GED exams, HiSET (high school equivalency testing) and certification exams for employees of the United States Postal Service (USPS).

CTi is constrained having no full-time support staff to help increase full capacity of the programs.

V. Budgets: (Please summarize the status of your department budget and concerns)

The Director of Corporate Training Institute has generated sufficient funds for the program to support professional development workshops, purchase of equipment, and training instructors for new contract education agreements.

However, the department is limited in growing exponentially and increasing revenue due to the director currently serving in three (3) roles with no full-time help:

- Director of Corporate Training Institute
- Director of ACT Testing Center
- Deputy Sector Navigator of Retail, Hospitality & Tourism for both Orange County and Los Angeles regions (per grant compliance, this role requires 80% - 100% of the director's time)

If the District is dedicated to EWD through the contract education program, it needs to reconsider replacing staff allocating general funds that were previously committed to the department.

With no full-time staff (coordinator), clerical support, or test proctor(s) to help with the day-to-day operations, the Corporate Training Institute suffers in building a stronger contract education program and risks having other college districts take the lead in the market.

VI. Department Assessment: (Please provide internal assessment of your department (by all unit staff) and external assessment (from data provided by the District Services Satisfaction Survey, as well as other sources that your department would like to use). What recommendations would you like to bring to the District's attention?)

a) Internal Assessment:

With an extremely limited staff, CTi has to make sure not to take on more than it can deliver. Nonetheless, the short-term staff that come and go in the department will do their best to support operation of the test center and DSN events as best as possible. Activity in contract education was placed on hiatus, with agreement by administrative leadership, in order for the Director to fulfill her responsibilities as the Deputy Sector Navigator (DSN) for retail, hospitality and tourism serving all 27 colleges in the Orange County and Los Angeles areas.

Upon hired help (coordinator and clerical assistance), the Director can continue to provide services through CTi and seek extended opportunities outside of the DSN project to work with Workforce Investment Boards, the colleges and businesses in the surrounding areas.

b) External Assessment:

CTi had outstanding reviews from the clients served in the business community. The program director was timely in delivering customized service and addressed issues that were current within the workforce. CTi had a host of workshops that addressed everything from state-mandated training, such as Sexual Harassment Prevention, to Customer Service training, Supervisory Skills, Leadership Training, and Effective Time Management. With tailored curriculum for contract ed, CTi offered training at the client's preferred length of timeframe, schedule and requested location. The Workforce Investment Boards continue to look for ways to increase partnership grants with CTi and our colleges as a means to serve their ever-changing clientele.

Problematic, however, is the fact that the colleges are not keenly aware that EWD programs exist at the District nor are knowledgeable of how each can work in collaboration with their faculty and CTE programs. Some of that lies in the information not being passed down to the appropriate personnel.

c) Recommendations:

The District leadership should reevaluate the commitment it wants to place on the contract education program, whether or not it wants to continue with the ACT Testing Center and/or renew the DSN project.

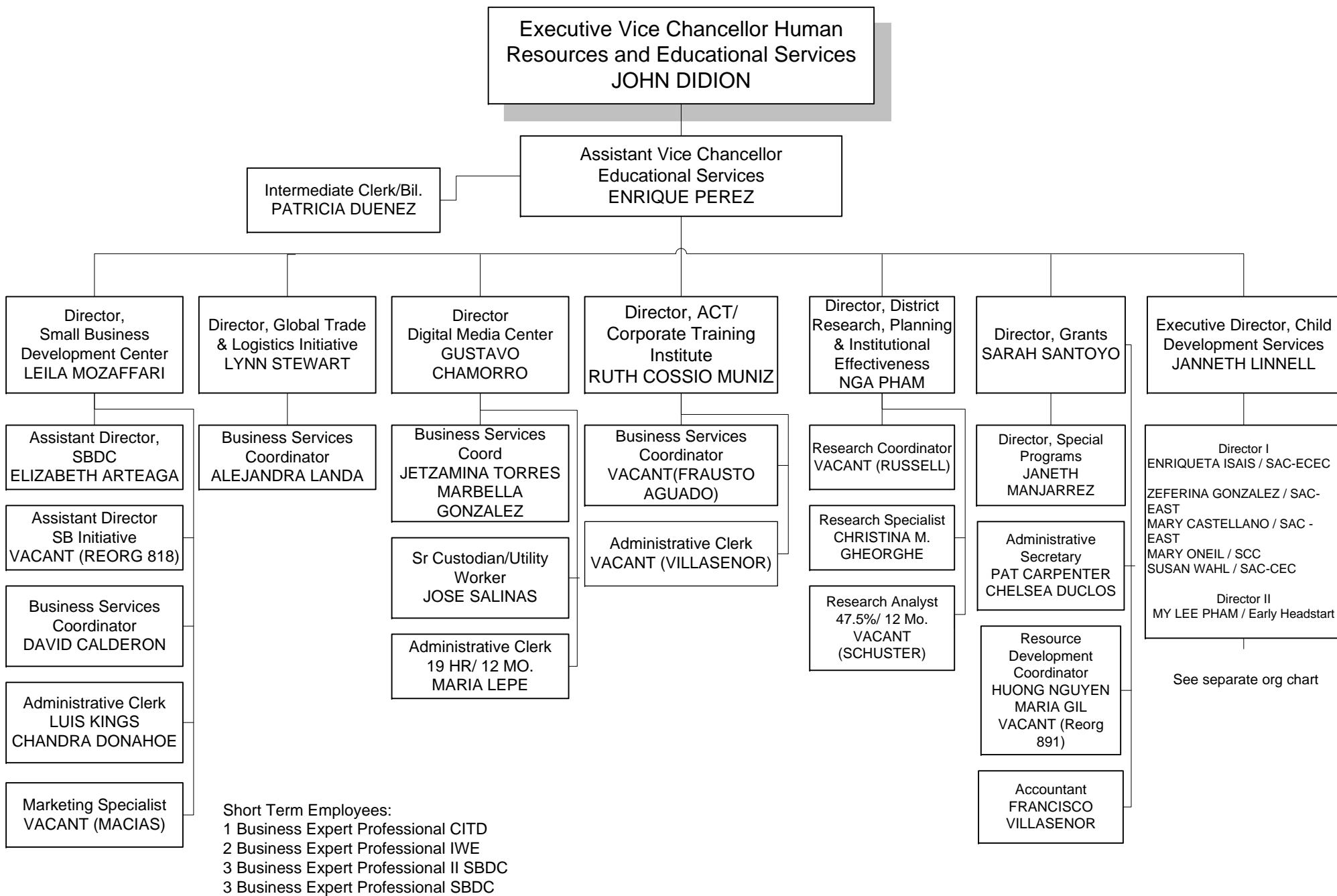
The Director can execute all three (3) programs to a higher capacity if the vacant positions are filled according the last Re-Org proposed that included a full-time Business Services Coordinator and a full-time test proctor for consistent efficiency, delivery of services and more program development.

VII. Work Plan: (As the result of reviewing your department assessment, what initiatives does your department want to address in 2013-2016? Please identify which RSCCD goal(s) and strategic plan objective(s) does it addresses, what resources do you need to achieve these goals, how will you know that you've achieved that goal at the end of the cycle?)

RSCCD Goals your service initiative address.	RSCCD Strategic Plan your service initiative address.	Service Initiative Goals that your department would like to address.	Unit Outcome (The client) will (intended outcome) as a result of (function or action).	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resource(s) (personnel, technology, fiscal) do you need to achieve your goal(s)?	Results After two years, how did well did you achieve your goals?
Assess the educational needs of community and adjust instructional programs, offerings, and support services.	2013-2016	Continue to build strong relationships with our partners and leverage resources to offer contract education and apply for additional grant funding.	CTi Director will strengthen partnerships with the local WIBs and businesses on the DSN project to contract on at least three (3) new agreements for testing and/or training.	CTi will renew its training schedule and promote contract education services again to offer workshops on a quarterly basis. ACT Center will extend its hours of operation to increase traffic and generate more revenue.	A full-time Business Services Coordinator. A full-time Test Proctor.	
Support innovations and initiatives that result in quantifiable improvement in student access, preparedness and success.	2013-2016	Encourage our CTE programs to utilize WorkKeys as part of training development. Continue to encourage our HR department and colleges to incorporate use of the National Career Readiness Certificate through WorkKeys assessments.	CTi Director will continue to meet with deans and faculty in Workforce Development Councils to promote integration of WorkKeys and KeyTrain in the Career & Technical Education programs. CTi Director will provide free assessments for trial to HR and add'l colleagues at campuses to promote the NCRC.	CTi will schedule monthly meetings with Workforce Development Councils and follow-up with at least five (5) faculty that commit to utilizing WorkKeys and/or KeyTrain in the classroom. CTi will create at least 20 trial accounts for review of the program and its benefits.	A full-time Business Services Coordinator. A full-time Test Proctor.	

RSCCD Goals your service initiative address.	RSCCD Strategic Plan your service initiative address.	Service Initiative Goals that your department would like to address.	Unit Outcome (The client) will (intended outcome) as a result of (function or action).	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resource(s) (personnel, technology, fiscal) do you need to achieve your goal(s)?	Results After two years, how did well did you achieve your goals?
Support innovations and initiatives that result in quantifiable improvement in student access, preparedness and success.	2013-2016	<p>Continue to communicate consistently and directly with our clients through an electronic newsletter and Social Media tools.</p> <p>Maintain calendar of events for workshops and training opportunities.</p> <p>Request more partners to provide cross-links to our website for + exposure.</p>	<p>CTi will increase outreach and communication with existing and potential clients to promote the contract education program.</p> <p>CTi will hire a Marketing Specialist to assist with maintenance, updating & continued development of events and activities on the website.</p>	CTi will continue its service with Constant Contact, GoDaddy, SurveyMonkey, Facebook, Twitter, LinkedIn and other social media resources to send out information monthl about the program, contract education services and the DSN grant project for retail, hospitality and tourism.	A full-time Business Services Coordinator and assistance from a Marketing Specialist.	
Pursue partnerships w/education institutions, public agencies, business & industry to collaboratively meet the educational needs of the communities served by RSCCD	2013-2016	<p>Get connected to more College Career Centers and job developers to expand services and clientele.</p> <p>Continue to look for groups that serve Veterans, Foster Care Youth, and other special populations that have funding set aside to help those who are looking for career and/or job training.</p>	CTi Director will schedule one-on-one meetings with College and Career Centers at high schools, colleges, public agencies, the WIBs and other EWD entities to promote the program services offered through contract education, the ACT Testing Center and through the DSN grant project.	CTi Director and staff will schedule weekly meetings during a summer blitz to convene with various educational institutions, business organizations and existing partners for collaboration on projects that align with contract education, work skills assessments, certification testing, and/or the DSN workplan.	A full-time Business Services Coordinator.	

Rancho Santiago Community College District EDUCATIONAL SERVICES





**Rancho Santiago Community College District
District Services Administrative Unit Review
Digital Media Center
2015-2017**

I. Department Mission Statement: (*Please provide a mission statement for your unit.*)

The mission of the DMC is to provide business development, education, leadership and resources that support and promote the growth of innovative digital media technology and its application across industries

II. Functions and services: (*Please provide the basic functions and services for your unit.*)

- Primary responsibility for the Digital Media Center facility, all operations of the digital media/technology incubator and its interface with other facility functions, including DMC television studio facility and other departments on site.

- Develop and implement incubator activities and programs, including: 1) developing an incubator program plan for the recruitment and nurturing of entrepreneurial businesses to reside in the incubator; 2) recruiting, growing, promoting, and graduating incubated businesses; 3) obtaining support from corporate sponsors; 4) obtaining and facilitating support services for incubated businesses from appropriate partners and business services; 5) serving as the primary spokesperson for the DMC, potential donors, business leaders, news media, and economic development agencies; and 6) ensuring coordination and interaction among the programs and functions of the facility.

- Primary coordination for facility maintenance, including technology support.

- Supervision of assigned staff, including operational supervision of faculty and staff from other departments on site.

- Management of CTE and workforce development based grants, including Deputy Sector Navigator grant for ICT & Digital Media under the Chancellor's Office's Doing What Matters for Jobs & the Economy framework.

- Development of regional partnerships with community colleges throughout the Orange County region and other regions across the state.

III. Customers and recipients of services: (*Who are the customers/recipients of your services?*)

- Students

- Faculty

- Entrepreneurs

- Business and Industry

- Community colleges, universities and other educational institutions, including K-12 districts

- Community based organizations and non-profits

- The general public

IV. Staffing: (*Please summarize the status of your staffing since the last planning cycle and concerns.*)

The DMC currently has a Business Services Coordinator, an interim Director of Special programs, a Senior Custodian, and a part-time, 19-hour ongoing Administrative Clerk. There is a need to get the latter position to a full-time status, as the scope of work has expanded greatly to also include regional responsibilities, which includes not only our two colleges, but also colleges in L.A. and Orange County. Additionally, the Business Services Coordinator position is currently used as match for a DSN grant; it would be ideal to get the position as a permanent, general fund position in the event that the grant, which is currently on year 3 of a five-year cycle, goes away.

V. Budgets: *(Please summarize the status of your department budget and concerns)*

The DMC budget has been reduced year after year from the time reductions began in 2008. A good part of the current staffing is maintained through grants; however, there is no guarantee that these grants will be renewed or kept on a continuous cycle, as funding periods tend to be cyclical at times. Retaining key talent is important to the health and success of an organization, especially in the case of the DMC as the organization is now responsible for many more areas than when it was first established.

The reduction in budget has been drastic, to the degree that the DMC has not had a marketing or travel budget since late 2008. Most of the travel and marketing efforts done have been possible through the different grants that the DMC oversees. The reduction in budget has also left the DMC unable to keep up with technology equipment changes, thus the facility has become obsolete in many technology areas.

VI. Department Assessment: (Please provide internal assessment of your department (by all unit staff) and external assessment (from data provided by the District Services Satisfaction Survey, as well as other sources that your department would like to use). What recommendations would you like to bring to the District's attention?)

a) Internal Assessment:

The DMC has functioned effectively from an internal DMC team perspective (District personnel); however, there has been a separation with the education personnel that dates back to the opening of the facility in 2006. This has led to ineffective practices that have not only affected students, but also other stakeholders who could benefit from DMC services. Additionally, the reduction in funding has led to much of the DMC equipment to become obsolete, which goes against the goal of the DMC of being a technology hub/destination in Orange County.

b) External Assessment:

There seems to be a general misunderstanding about the role the district plays in economic and workforce development activities; this was evident in both surveys that were conducted in 2013 and 2015.

c) Recommendations:

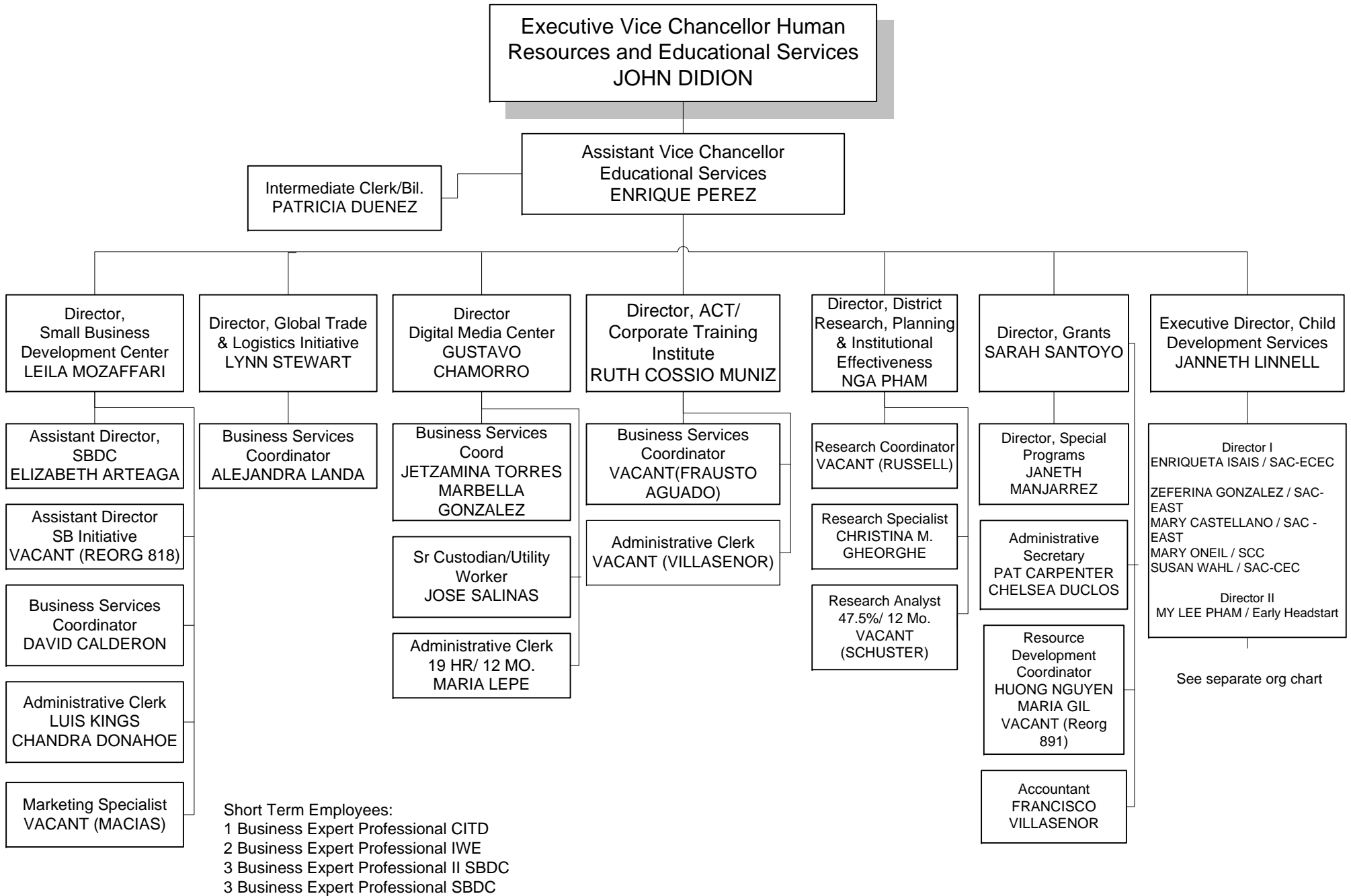
- Due to recent developments, the DMC Director will be taking over all operational activities in the facility, including all faculty and staff on site. As a result, plans are being made for some much needed changes to past practices, which we are confident will build a different culture than the one that has prevailed for many years.
- More funding is needed to replace outdated equipment
- A rebranding approach for district services would be ideal, in order for district employees to become more knowledgeable about the value of services provided from a workforce development perspective, in other words from an angle or point of view that they can understand.

VII. Work Plan: (As the result of reviewing your department assessment, what initiatives does your department want to address in 2013-2016? Please identify which RSCCD goal(s) and strategic plan objective(s) does it addresses, what resources do you need to achieve these goals, how will you know that you've achieved that goal at the end of the cycle?)

RSCCD Goals your service initiative address.	RSCCD Strategic Plan your service initiative address.	Service Initiative Goals that your department would like to address.	Unit Outcome (The client) will (intended outcome) as a result of (function or action).	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resource(s) (personnel, technology, fiscal) do you need to achieve your goal(s)?	Results After two years, how did well did you achieve your goals?
RSCCD will assess the educational needs of the communities served by RSCCD and then pursue...	Strengthen outreach and recruitment; develop new and sustain current relationships with key partners and stakeholders.	Foster the growth of new digital design, technology and service industries in Orange County.	Business and industry stakeholders in Orange County will benefit from the services provided at the DMC.	The DMC continues to grow its business base and relationships with business and industry in Orange County.	More resources to replace outdated equipment, funds to keep key talent in permanent positions, and additional funds for marketing/outreach efforts.	
RSCCD will annually improve the rates of course completion, and completion of requirements for transfer, degrees, certificates...	Support integrated approaches to student success and achievement	Develop pathways that can lead students to high wage-high growth careers that can improve their lives and that of their families.	Students will be better informed about career opportunities in the technology and digital media field due to established pathways at high schools and community colleges.	Actual pathways are established in collaboration with K-12 districts and community colleges.	Continued funding to support partnership activities between K-12 and community colleges.	

RSCCD Goals your service initiative address.	RSCCD Strategic Plan your service initiative address.	Service Initiative Goals that your department would like to address.	Unit Outcome (The client) will (intended outcome) as a result of (function or action).	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resource(s) (personnel, technology, fiscal) do you need to achieve your goal(s)?	Results After two years, how did well did you achieve your goals?
RSCCD will support innovation and initiatives that result in quantifiable improvement in student success, preparedness and success	Support faculty development in the areas of innovative pedagogies and curriculum design	Provide faculty with professional development opportunities.	Faculty will benefit from participating in statewide conferences, and opportunities to interact with industry and peers at other educational institutions	Active participation from faculty in regional meetings and events, as well as conferences and other professional development opportunities.	Funding will be key to provide these opportunities.	

Rancho Santiago Community College District EDUCATIONAL SERVICES





Rancho Santiago Community College District District Services Administrative Unit Review Facility Planning, District Construction and Support Services 2015-2017

I. Department Mission Statement: *(Please provide a mission statement for your unit.)*

The purpose of the Facilities Planning, District Construction and Support Services Department is to ensure the district's 1.2 million square feet of building inventory is adequate, safe and maintained to support the district's educational programs, services, administrative functions and other operations. The department is responsible for the planning, design, construction, operation, and major scheduled maintenance of all RSCCD facilities and grounds. The department endeavors to provide leading quality educational facilities and strives to provide excellent service to our constituents. The safety and well-being of all district students, staff and program users are of utmost importance. In collaboration with our colleges and other facility program partners, we endeavor to provide sustainable, efficient and adequate facilities that are responsive to the needs of users as well as encompassing the values of sustainable design practices. The department is committed to responsibly supporting and managing assets entrusted to us in the most cost-effective manner possible for both current and future generations.

II. Functions and services: *(Please provide the basic functions and services for your unit.)*

Manage maintenance of the district office facility including, landscaping and parking lot areas.

Manage all capital improvement projects at district facilities, including, renovation, reconstruction, new construction, scheduled maintenance, capital facility projects funded by the district, bond projects, including state funded capital projects.

Ensure facility compliance with the Division of the State Architect and other regulatory agencies.

Ensure compliance with State Chancellor's Office and FUSION deadline requests (5 Year Capital Construction Plan, 5 Year Scheduled Maintenance Plan, Energy Calculator, Space Inventory, IPP and FPP project development plans and applications).

Plan, develop, oversee design, agency approvals, bidding and award of construction contracts, budget development and management for projects, contract management, project implementation and construction, certification and close out.

Maintain all facility related documents and archives related to facilities, including lease documents, reports, planning, design and construction documents for capital projects. Includes all blueprints, CADD drawings, specifications, as-builts, and warranties.

Plan, maintain budget and negotiate rates for all utilities for entire district.

Maintain permits issued by governing agencies.

Manage routine and scheduled maintenance of District Office facility.

III. Customers and recipients of services: (*Who are the customers/recipients of your services?*)

District Office RSCCD employees

District Office tenants

Visitors to District Office

Staff and students at Santa Ana and Santiago Canyon Colleges and other District facilities

General population that uses district facilities for non-college related activities

General public at large, taxpayers, businesses

Vendors, consultants, contractors

IV. Staffing: (*Please summarize the status of your staffing since the last planning cycle and concerns.*)

New hires: Director, Two Specialists and a retitle/new job description of a Supervisor position, Senior Accountant, Two Project Managers, and 3 Part Time Custodians. The Part-Time Senior Admin Clerk Position is still vacant.

The workload of the department continues to increase over the last 3 years due to additional requests for project services as well as with the continuing Scheduled Maintenance funding by the State.

Administrative support services for the department operations is a growing concern as administrative assistance to support the Department is growing in workload due to the number of committees, on-going requests by campuses, time commitments for Board docket preparation, and legacy project issues as a result of a lack of staffing in the department over the years. This has resulted in an accumulation of work that needs to be addressed and brought up to date within the department.

V. Budgets: (Please summarize the status of your department budget and concerns)

See attached Fund 11 budget summary.

80% of our department budget is for payroll. Less than 10% is for contracted services work. On-going maintenance and support changes over the years with fluctuations in both market/industry costs, as well as based on the type of work that may be needed, influences how budgets should be set for this department. For instance, when laws change, they have an impact to budgets for maintenance at times. However, the department budget is re-set every year according to what was spent in the previous year with little flexibility outside of payroll costs. This is a poor way of managing a maintenance budget on an annual basis given that emergencies arise that are handled by the department, as well as facilities and maintenance work which should be instead aligned with a corresponding scheduled maintenance plan and review of industry standards year to year. To automatically set a budget based on prior year expenses is not adequately planning or addressing the needs of this department and for future planning. It is short sighted and does not achieve long term planning goals. It results in phased work, and/or hybrid/incomplete work to make work fit within an annual budget which can be limiting at times. This type of budgeting model discourages strategic and comprehensive planning according to a reasonable timeline of expectation for completion, because of the fear of losing a budget in the next fiscal year without carryovers. Budgeting according to yearly and anticipated needs for instance over a 3 year period would allow for flexibility and better budgeting practices according to scope of work and need, which could better account for anticipated fluctuations.

VI. Department Assessment: (Please provide internal assessment of your department (by all unit staff) and external assessment (from data provided by the District Services Satisfaction Survey, as well as other sources that your department would like to use). What recommendations would you like to bring to the District's attention?)

a) Internal Assessment:

A tool that surveys department staff specifically would be helpful as there is insufficient data to extract other than self created solicitations for feedback or just verbal feedback through various meetings. This would also be helpful if the shared governance committee members could provide feedback more specifically in regards to the committee. Other than regular meetings held and the feedback provided during those meetings there isn't another source of data to look to for this assessment. Most of the feedback we retain is through anecdotal experiences and verbal feedback.

b) External Assessment:

The District Services Satisfaction Survey results clearly indicates confusion over customers inability to differentiate between College and District responsibilities when it comes to facilities and maintenance work. Therefore, the tool could be improved.

Customers overall are satisfied with services. The scores have slightly improved over the years but remain on average similar. However, the comments by surveyors indicate an increased improvement with department employee performance based on anecdotal responses.

c) Recommendations:

Clearly delineating roles and responsibilities of District Office Facilities Department versus the College.

VII. Work Plan: (As the result of reviewing your department assessment, what initiatives does your department want to address in 2013-2016? Please identify which RSCCD goal(s) and strategic plan objective(s) does it addresses, what resources do you need to achieve these goals, how will you know that you've achieved that goal at the end of the cycle?)

RSCCD Goals your service initiative address.	RSCCD Strategic Plan your service initiative address.	Service Initiative Goals that your department would like to address.	Unit Outcome (The client) will (intended outcome) as a result of (function or action).	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resource(s) (personnel, technology, fiscal) do you need to achieve your goal(s)?	Results After two years, how did well did you achieve your goals?
Goal 5	Objectives A & B	Update and maintain utility data tracking for all utility providers (water, electricity, gas) back to 2013 baseline year. Retain all district facility site data and determine best method to undertake for comprehensive tracking.	Similar baseline data year for all utilities and all facilities. Comprehensive and reliable information available. Tool for future evaluations of use and recommendations by many users.	Retained data, analyzed data, created recommendations. Ability to create meaningful reports on usage by facility.	Cooperation of outside agencies, internal dept. Accounts Payable information.	
Goal 5	Objective B	ADA Transition Plan Updates All Facilities.	A comprehensive database of ADA compliance work that is needed across facilities. The database would identify costs, timelines and priorities for all future work. It would also demonstrate magnitude of work and need.	Completed database and report for all facilities.	Project management staff, consultant assistance, legal advisement, internal staff, college reviews.	

RSCCD Goals your service initiative address.	RSCCD Strategic Plan your service initiative address.	Service Initiative Goals that your department would like to address.	Unit Outcome (The client) will (intended outcome) as a result of (function or action).	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resource(s) (personnel, technology, fiscal) do you need to achieve your goal(s)?	Results After two years, how did well did you achieve your goals?
Goal 5	Objective B	<p>CSWPA Implementation, Formation of Committees, Develop Committee Goals, Methods of Report Tracking Compliance with CSWPA.</p> <p>Develop a Local Hire Data Tracking Report.</p>	<p>Committees are established, goals and objectives are set, there are reports to demonstrate such compliance with CSWPA.</p> <p>A report that addresses BP 6610.</p>	<p>Ability to report progress and outcomes to Board.</p> <p>Ability to report progress and outcomes to Board.</p>	<p>College assistance for outreach and objective setting, Solis Group-Project Labor Coordinator performance and support.</p> <p>Contract changes, Legal advisement, ITS datatel, Purchase Order changes to tracking, Bid Changes, Contractor's understanding of reporting requirements.</p>	
Goal 5	Objective B	5 Year Annual Capital Construction Planning Updates. This is a two year planning process or longer.	Completion of update to College's Annual 5 year capital construction plan, updates to IPPs and FPPs.	Completion of annual update.	College participation, architect support, FUSION consultant support.	

Rancho Santiago Community College District				Special Project Detail			
Fiscal Year: 2016				Year To Date Ending 12/31/2015			
Fund: 11							
Proj: 0000				Allocated	YTD	YTD	YTD
Dept: 54131,54132,54133				Budget	Actual	Enc + PRs	Balance
Object Type: Both							
11 General Fund Unrestricted							
11_0000_651000_54133_4610	Non-Instructional Supplies : Maintenance & Op		40,000	8,902.55	16,534.57	14,562.88	
11_0000_651000_54133_4620	Non-Instructional Software : Maintenance & Op		0	0.00	0.00	0.00	
11_0000_651000_54133_4710	Food and Food Service Supplies : Maintenance		0	0.00	0.00	0.00	
11_0000_651000_54133_5100	Contracted Services : Maintenance & Operation		61,433	13,211.67	43,319.06	4,902.27	
11_0000_651000_54133_5220	Mileage/Parking Expenses : Maintenance & Oper		0	0.00	0.00	0.00	
11_0000_651000_54133_5605	Contracted Repair Services : Maintenance & Op		66,500	13,875.12	23,426.40	29,198.48	
11_0000_651000_54133_5610	Lease Agreement - Equipment : Maintenance & O		0	0.00	0.00	0.00	
11_0000_651000_54133_5630	Maint Contract - Office Equip : Maintenance &		0	0.00	0.00	0.00	
11_0000_651000_54133_5845	Excess/Copies Usage : Maintenance & Operatio		0	0.00	0.00	0.00	
11_0000_651000_54133_5940	Reproduction/Printing Expenses : Maintenance		0	0.00	0.00	0.00	
11_0000_651000_54133_5950	Software License and Fees : Maintenance & Ope		0	0.00	0.00	0.00	
11_0000_651000_54133_6410	Equip-All Other >\$1,000<\$5,000 : Maintenance		0	0.00	0.00	0.00	
11_0000_651000_54133_6419	Equip-Software > \$5,000 : Maintenance & Opera		0	0.00	0.00	0.00	
11_0000_653000_54133_2110	Classified Management : Maintenance & Operati		0	0.00	0.00	0.00	
11_0000_653000_54133_2120	Confidential Employees : Maintenance & Operat		0	0.00	0.00	0.00	
11_0000_653000_54133_2130	Classified Employees : Maintenance & Operatio		47,009	19,586.90	27,421.66	0.44	
11_0000_653000_54133_2310	Classified Employees - Ongoing : Maintenance		47,127	16,558.40	18,327.12	12,241.48	
11_0000_653000_54133_2320	Classified Employees - Hourly : Maintenance &		0	1,317.88	0.00	(1,317.88)	
11_0000_653000_54133_2340	Student Assistants - Hourly : Maintenance & O		0	0.00	0.00	0.00	
11_0000_653000_54133_2341	Student Assistants - Com Svc : Maintenance &		0	0.00	0.00	0.00	
11_0000_653000_54133_2350	Overtime - Classified Employee : Maintenance		0	47.52	0.00	(47.52)	
11_0000_653000_54133_3100	STRS : Maintenance & Operations		0	0.00	0.00	0.00	
11_0000_653000_54133_3115	STRS - Non-Instructional : Maintenance & Oper		0	0.00	0.00	0.00	
11_0000_653000_54133_3200	PERS : Maintenance & Operations		0	0.00	0.00	0.00	
11_0000_653000_54133_3215	PERS - Non-Instructional : Maintenance & Oper		9,291	3,497.61	0.00	5,793.39	
11_0000_653000_54133_3310	OASDHI : Maintenance & Operations		0	0.00	0.00	0.00	
11_0000_653000_54133_3315	OASDHI - Non-Instructional : Maintenance & Op		4,946	1,846.45	0.00	3,099.55	
11_0000_653000_54133_3320	Medicare : Maintenance & Operations		0	0.00	0.00	0.00	
11_0000_653000_54133_3325	Medicare - Non-Instructional : Maintenance &		1,385	541.67	0.00	843.33	
11_0000_653000_54133_3330	PARS : Maintenance & Operations		0	0.00	0.00	0.00	
11_0000_653000_54133_3335	PARS - Non-Instructional : Maintenance & Oper		204	98.52	0.00	105.48	
11_0000_653000_54133_3410	Health & Welfare : Maintenance & Operations		0	0.00	0.00	0.00	
11_0000_653000_54133_3415	H & W - Non-Instructional : Maintenance & Ope		21,716	9,047.95	0.00	12,668.05	
11_0000_653000_54133_3430	Health & Welfare -Retiree Fund : Maintenance		0	0.00	0.00	0.00	
11_0000_653000_54133_3435	H & W - Retiree Fund Non-Inst : Maintenance &		955	380.74	0.00	574.26	
11_0000_653000_54133_3500	SUI : Maintenance & Operations		0	0.00	0.00	0.00	
11_0000_653000_54133_3515	SUI - Non-Instructional : Maintenance & Opera		48	18.40	0.00	29.60	
11_0000_653000_54133_3600	Workers' Compensation : Maintenance & Operati		0	0.00	0.00	0.00	
11_0000_653000_54133_3615	WCI - Non-Instructional : Maintenance & Opera		2,292	913.75	0.00	1,378.25	
11_0000_653000_54133_3900	Other Benefits : Maintenance & Operations		0	0.00	0.00	0.00	
11_0000_653000_54133_3915	Other Benefits - Non-Inst : Maintenance &		1,350	562.50	787.50	0.00	
11_0000_653000_54133_5210	Conference Expenses : Maintenance & Operation		4,000	0.00	0.00	4,000.00	
11_0000_653000_54133_5510	Contracted Custodial Services : Maintenance &		0	0.00	0.00	0.00	
11_0000_655000_54133_5530	Landscaping : Maintenance & Operations		13,500	3,962.00	9,530.00	8.00	
11_0000_657000_54133_5565	Trash Disposal : Maintenance & Operations		3,128	1,302.90	1,824.18	0.92	
11_0000_675000_54133_5210	Conference Expenses : Maintenance & Operation		0	0.00	0.00	0.00	
	TOTAL DEPARTMENT "54133"		324,884.00	95,672.53	141,170.49	88,040.98	
11 General Fund Unrestricted							
11_0000_675000_54131_5210	Conference Expenses : Facility Planning Office		7,000	5,300.58	0.00	1,699.42	
11_0000_679000_54131_5611	Lease Agreement - Facility : Facility Plannin		56,420	12,380.00	2,476.00	41,564.00	
11_0000_710000_54131_1210	Academic Management : Facility Planning Office		0	0.00	0.00	0.00	
11_0000_710000_54131_2110	Classified Management : Facility Planning Off		167,008	69,586.55	97,421.17	0.28	
11_0000_710000_54131_2120	Confidential Employees : Facility Planning Of		0	0.00	0.00	0.00	
11_0000_710000_54131_2130	Classified Employees : Facility Planning Offi		205,749	76,062.59	120,020.04	9,666.37	
11_0000_710000_54131_2310	Classified Employees - Ongoing : Facility Pla		0	0.00	0.00	0.00	
11_0000_710000_54131_2320	Classified Employees - Hourly : Facility Plan		0	0.00	0.00	0.00	
11_0000_710000_54131_2340	Student Assistants - Hourly : Facility Planni		0	0.00	0.00	0.00	
11_0000_710000_54131_2341	Student Assistants - Com Svc : Facility Plann		0	0.00	0.00	0.00	
11_0000_710000_54131_2350	Overtime - Classified Employee : Facility Pla		0	0.00	0.00	0.00	
11_0000_710000_54131_3100	STRS : Facility Planning Office		0	0.00	0.00	0.00	
11_0000_710000_54131_3115	STRS - Non-Instructional : Facility Planning		0	0.00	0.00	0.00	
11_0000_710000_54131_3200	PERS : Facility Planning Office		0	0.00	0.00	0.00	
11_0000_710000_54131_3215	PERS - Non-Instructional : Facility Planning		44,161	17,255.01	0.00	26,905.99	
11_0000_710000_54131_3310	OASDHI : Facility Planning Office		0	0.00	0.00	0.00	
11_0000_710000_54131_3315	OASDHI - Non-Instructional : Facility Plannin		23,532	6,165.02	0.00	17,366.98	
11_0000_710000_54131_3320	Medicare : Facility Planning Office		0	0.00	0.00	0.00	
11_0000_710000_54131_3325	Medicare - Non-Instructional : Facility Plann		5,815	2,122.34	0.00	3,692.66	
11_0000_710000_54131_3330	PARS : Facility Planning Office		0	0.00	0.00	0.00	
11_0000_710000_54131_3335	PARS - Non-Instructional : Facility Planning		(312)	0.00	0.00	(312.00)	
11_0000_710000_54131_3410	Health & Welfare : Facility Planning Office		0	0.00	0.00	0.00	
11_0000_710000_54131_3415	H & W - Non-Instructional : Facility Planning		56,198	24,053.66	0.00	32,144.34	
11_0000_710000_54131_3430	Health & Welfare -Retiree Fund : Facility Pla		0	0.00	0.00	0.00	
11_0000_710000_54131_3435	H & W - Retiree Fund Non-Inst : Facility Plan		3,796	1,484.89	0.00	2,311.11	

11_0000_710000_54131_3500	SUI : Facility Planning Office	0	0.00	0.00	0.00
11_0000_710000_54131_3515	SUI - Non-Instructional : Facility Planning O	190	72.99	0.00	117.01
11_0000_710000_54131_3600	Workers' Compensation : Facility Planning Off	0	0.00	0.00	0.00
11_0000_710000_54131_3615	WCI - Non-Instructional : Facility Planning O	9,109	3,563.66	0.00	5,545.34
11_0000_710000_54131_3900	Other Benefits : Facility Planning Office	0	0.00	0.00	0.00
11_0000_710000_54131_3915	Other Benefits - Non-Instruct : Facility Plan	6,800	2,833.35	3,966.69	(0.04)
11_0000_710000_54131_4610	Non-Instructional Supplies : Facility Plannin	6,950	3,219.99	3,532.48	197.53
11_0000_710000_54131_4620	Non-Instructional Software : Facility Plannin	0	0.00	0.00	0.00
11_0000_710000_54131_4710	Food and Food Service Supplies : Facility Pla	100	35.23	0.00	64.77
11_0000_710000_54131_5100	Contracted Services : Facility Planning Office	0	0.00	0.00	0.00
11_0000_710000_54131_5220	Mileage/Parking Expenses : Facility Planning	1,500	481.53	0.00	1,018.47
11_0000_710000_54131_5300	Inst Dues & Memberships : Facility Planning O	1,305	1,305.00	0.00	0.00
11_0000_710000_54131_5610	Lease Agreement - Equipment : Facility Planni	4,472	1,442.45	2,019.43	1,010.12
11_0000_710000_54131_5611	Lease Agreement - Facility : Facility Plannin	500	0.00	0.00	500.00
11_0000_710000_54131_5630	Maint Contract - Office Equip : Facility Plan	0	0.00	0.00	0.00
11_0000_710000_54131_5652	Rental-Equipment (Short-term) : Facility Plan	2,046	1,701.00	345.00	0.00
11_0000_710000_54131_5715	Public Agencies' Assess & Fees : Facility Pla	75,000	70,269.66	0.00	4,730.34
11_0000_710000_54131_5845	Excess/Copies Usage : Facility Planning Offi	6,000	2,234.42	1,631.08	2,134.50
11_0000_710000_54131_5925	Postage : Facility Planning Office	500	91.28	408.72	0.00
11_0000_710000_54131_5940	Reproduction/Printing Expenses : Facility Pla	2,200	863.68	86.67	1,249.65
11_0000_710000_54131_5950	Software License and Fees : Facility Planning	20,595	17,595.16	0.00	2,999.84
11_0000_710000_54131_6120	Site Improvements : Facility Planning Office	0	0.00	0.00	0.00
11_0000_710000_54131_6410	Equip-All Other >\$1,000<\$5,000 : Facility Pla	4,720	4,719.04	0.00	0.96
11_0000_710000_54131_6412	Equip-Fed Prgm >\$1,000< \$5,000 : Facility Pla	0	0.00	0.00	0.00
11_0000_710000_54131_6419	Equip-Software > \$5,000 : Facility Planning O	0	0.00	0.00	0.00
	TOTAL DEPARTMENT "54131"	711,354	324,839	231,907	154,608
11_0000_675000_54132_5210	Conference Expenses : Construction & Support	0	0.00	0.00	0.00
11_0000_710000_54132_1210	Academic Management : Construction & Support	0	0.00	0.00	0.00
11_0000_710000_54132_2110	Classified Management : Construction & Suppor	452,245	188,435.65	263,809.91	(0.56)
11_0000_710000_54132_2120	Confidential Employees : Construction & Suppo	0	0.00	0.00	0.00
11_0000_710000_54132_2130	Classified Employees : Construction & Support	0	0.00	0.00	0.00
11_0000_710000_54132_2310	Classified Employees - Ongoing : Construction	0	0.00	0.00	0.00
11_0000_710000_54132_2320	Classified Employees - Hourly : Construction	0	0.00	0.00	0.00
11_0000_710000_54132_2340	Student Assistants - Hourly : Construction &	0	0.00	0.00	0.00
11_0000_710000_54132_2341	Student Assistants - Com Svc : Construction &	0	0.00	0.00	0.00
11_0000_710000_54132_2350	Overtime - Classified Employee : Construction	0	0.00	0.00	0.00
11_0000_710000_54132_3100	STRS : Construction & Support Service	0	0.00	0.00	0.00
11_0000_710000_54132_3115	STRS - Non-Instructional : Construction & Sup	0	0.00	0.00	0.00
11_0000_710000_54132_3200	PERS : Construction & Support Service	0	0.00	0.00	0.00
11_0000_710000_54132_3215	PERS - Non-Instructional : Construction & Sup	53,577	22,324.00	0.00	31,253.00
11_0000_710000_54132_3310	OASDHI : Construction & Support Service	0	0.00	0.00	0.00
11_0000_710000_54132_3315	OASDHI - Non-Instructional : Construction & S	28,700	10,677.54	0.00	18,022.46
11_0000_710000_54132_3320	Medicare : Construction & Support Service	0	0.00	0.00	0.00
11_0000_710000_54132_3325	Medicare - Non-Instructional : Construction &	6,712	2,754.62	0.00	3,957.38
11_0000_710000_54132_3330	PARS : Construction & Support Service	0	0.00	0.00	0.00
11_0000_710000_54132_3335	PARS - Non-Instructional : Construction & Sup	0	0.00	0.00	0.00
11_0000_710000_54132_3410	Health & Welfare : Construction & Support Ser	0	0.00	0.00	0.00
11_0000_710000_54132_3415	H & W - Non-Instructional : Construction & Su	77,904	32,470.97	0.00	45,433.03
11_0000_710000_54132_3430	Health & Welfare -Retiree Fund : Construction	0	0.00	0.00	0.00
11_0000_710000_54132_3435	H & W - Retiree Fund Non-Inst : Construction	4,629	1,928.85	0.00	2,700.15
11_0000_710000_54132_3500	SUI : Construction & Support Service	0	0.00	0.00	0.00
11_0000_710000_54132_3515	SUI - Non-Instructional : Construction & Supp	231	94.68	0.00	136.32
11_0000_710000_54132_3600	Workers' Compensation : Construction & Suppor	0	0.00	0.00	0.00
11_0000_710000_54132_3615	WCI - Non-Instructional : Construction & Supp	11,110	4,629.00	0.00	6,481.00
11_0000_710000_54132_3900	Other Benefits : Construction & Support Servi	0	0.00	0.00	0.00
11_0000_710000_54132_3915	Other Benefits - Non-Instruct : Construction	10,660	4,441.60	6,218.24	0.16
11_0000_710000_54132_4610	Non-Instructional Supplies : Construction & S	0	0.00	0.00	0.00
11_0000_710000_54132_4620	Non-Instructional Software : Construction & S	0	0.00	0.00	0.00
11_0000_710000_54132_4710	Food and Food Service Supplies : Construction	0	0.00	0.00	0.00
11_0000_710000_54132_5100	Contracted Services : Construction & Support	0	0.00	0.00	0.00
11_0000_710000_54132_5220	Mileage/Parking Expenses : Construction & Sup	0	0.00	0.00	0.00
11_0000_710000_54132_5610	Lease Agreement - Equipment : Construction &	0	0.00	0.00	0.00
11_0000_710000_54132_5630	Maint Contract - Office Equip : Construction	0	0.00	0.00	0.00
11_0000_710000_54132_5845	Excess/Copies Usage : Construction & Support	0	0.00	0.00	0.00
11_0000_710000_54132_5940	Reproduction/Printing Expenses : Construction	0	0.00	0.00	0.00
11_0000_710000_54132_5950	Software License and Fees : Construction & Su	0	0.00	0.00	0.00
11_0000_710000_54132_6410	Equip-All Other >\$1,000<\$5,000 : Construction	0	0.00	0.00	0.00
11_0000_710000_54132_6419	Equip-Software > \$5,000 : Construction & Supp	0	0.00	0.00	0.00
	TOTAL DEPARTMENT "54132"	645,768	267,757	270,028	107,983
Total Project 0000 General Purpose		1,682,006	688,268.52	643,105.92	350,631.56
Total Fund 11 General Fund Unrestricted		1,682,006	688,268.52	643,105.92	350,631.56



**Rancho Santiago Community College District
District Services Administrative Unit Review
Fiscal Services
2015-2017**

I. Department Mission Statement: (*Please provide a mission statement for your unit.*)

The primary mission of the Fiscal Services Department is to efficiently and effectively serve as the financial center for the District's fiscal operations while providing excellent service to our various "customers". Our main functions include budgeting, accounting, accounts payable, payroll, and Datatel project management. In conjunction with the colleges, the Fiscal Services Department coordinates the annual budgetary process which establishes the expected District revenues, manages general fund and other special funds, properly records actual revenues and expenditures, assures the timely payment of district obligations for the payment of wages and salaries to staff and outside contractors and vendors, provides reports for monitoring budget and expense performance, and complies with external reporting requirements.

II. Functions and services: (*Please provide the basic functions and services for your unit.*)

See attached listing.

III. Customers and recipients of services: *(Who are the customers/recipients of your services?)*

All District divisions and departments
Public requesting information
Federal, state and local agencies
Private organizations and foundations
Students
Vendors

IV. Staffing: *(Please summarize the status of your staffing since the last planning cycle and concerns.)*

See attached organization chart.

V. Budgets: *(Please summarize the status of your department budget and concerns)*

The total department budget was \$3,063,888 in 2014/15. The department has been streamlined again reducing staffing including one manager. The 2015/16 budget is \$2,890,062.

VI. Department Assessment: (Please provide internal assessment of your department (by all unit staff) and external assessment (from data provided by the District Services Satisfaction Survey, as well as other sources that your department would like to use). What recommendations would you like to bring to the District's attention?)

a) Internal Assessment:

The department has faced budget constraints and reduction in force but reorganized and streamlined late in this cycle, saving over \$200,000. Those using our services should notice efficiencies and improvements in response time during the next cycle. Services offered are relatively comparable to other districts, though all districts are unique. In some cases more services are offered at RSCCD. Fiscal Services delivers accurate and timely information as required by laws, contracts, vendors, departments and employees at all times. The department staff meets to discuss and improve its services, and also holds periodic meetings with ITS and key stakeholders to discuss more efficient ways to do business. We will continue to evaluate our programs through a District-wide survey. We conduct regular meetings with staff to discuss issues and future plans for the department. Regular meetings are also held by the Fiscal Services Managers to be sure we address our goals. Through significant reorganization, the department has built a more efficient operation with highly competent staff.

b) External Assessment:

The external survey points out several strengths. Payroll in particular received very high marks in all categories averaging 4.5 and even improving since the last survey. Accounts Payable also received good ratings averaging about 4.25. For both departments, staff knowledge was the highest ranked category, along with Fiscal/Accounting.

The Fiscal/Accounting area received lower rankings in many instances (averaging 4.1) compared to the last survey, with timeliness of response to requests ranking lowest.

c) Recommendations:

There are still a number of manual processes that need to be automated in order to improve efficiency and better service to the colleges (e.g. timecard processing, budget changes, TOEs, etc.). The Fiscal Services team hopes to utilize available technology in a more efficient manner through the implementation of document imaging, as well as providing payments to students and vendors via electronic funds transfers as opposed to cutting checks.

As pointed out in the survey, the department plans to improve the conference travel procedures and reimbursement process.

Also as pointed out in the survey, the department will work with ITS to push forward more quickly to move processes off of paper and on to electronic.

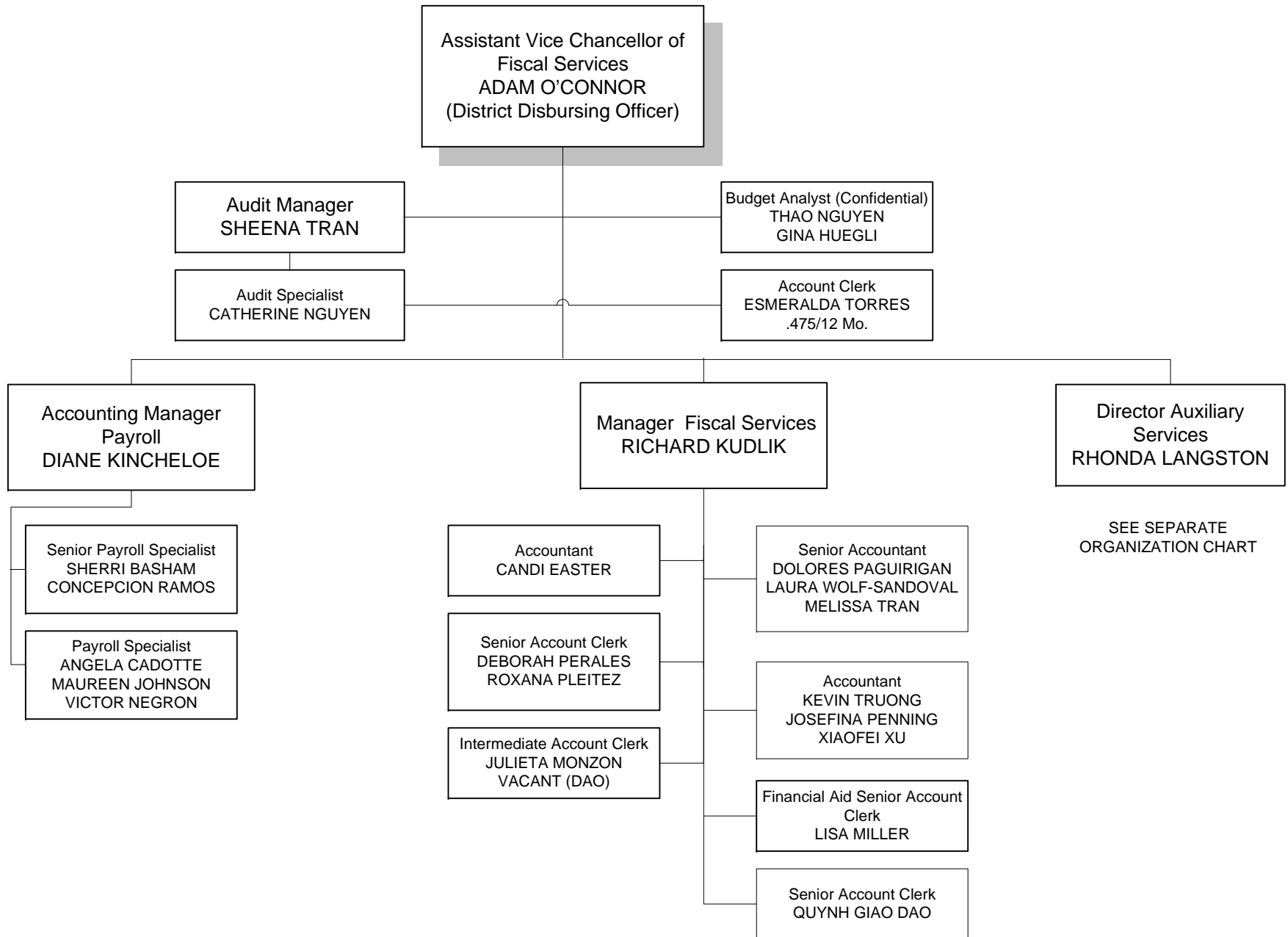
The department will work hard to improve our service rankings in the next cycle.

VII. Work Plan: (As the result of reviewing your department assessment, what initiatives does your department want to address in 2013-2016? Please identify which RSCCD goal(s) and strategic plan objective(s) does it addresses, what resources do you need to achieve these goals, how will you know that you've achieved that goal at the end of the cycle?)

RSCCD Goals your service initiative address.	RSCCD Strategic Plan your service initiative address.	Service Initiative Goals that your department would like to address.	Unit Outcome (The client) will (intended outcome) as a result of (function or action).	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resource(s) (personnel, technology, fiscal) do you need to achieve your goal(s)?	Results After two years, how did well did you achieve your goals?
RSCCD will use a cycle of integrated planning that will demonstrate the effective use of resources.	Evaluate the cycle of integrated planning.	Continue working with ITS and Rose & Tuck to fully institute Position Control system	The district will have an integrated process to manage and control positions and budget	The system is completed and used	Need the consultant time (fees) and our own testing time.	
RSCCD will assess the needs and will adjust services and allocate resources as needed to optimize the alignment of students' needs.	Alignment of students' needs with services and fiscal resources.	Work with Financial Aid, Cashiering and OCDE to implement BlackBoard Pay for disbursement of Financial Aid through ACH and/or prepaid cards	Students will have quicker and easier access to their financial aid funds	Contract is in place and electronic disbursements are used instead of paper checks	Contract with company to provide service	

RSCCD Goals your service initiative address.	RSCCD Strategic Plan your service initiative address.	Service Initiative Goals that your department would like to address.	Unit Outcome (The client) will (intended outcome) as a result of (function or action).	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resource(s) (personnel, technology, fiscal) do you need to achieve your goal(s)?	Results After two years, how did well did you achieve your goals?
RSCCD will use a cycle of integrated planning that will demonstrate the effective use of resources.	Evaluate the cycle of integrated planning.	Work with ITS on developing an Electronic Timecard system. Work with sites on Electronic Payroll Timecard processing procedures/Document Imaging and New Electronic timecard processing	The district will have more accurate and streamlined time documentation	Timecards are filled out and routed electronically instead of using paper	ITS support	
RSCCD will use a cycle of integrated planning that will demonstrate the effective use of resources.	Evaluate the cycle of integrated planning.	Create an electronic processes (Budget Change and Journal Voucher, etc.) linked back to Datatel.	The district will have more accurate and streamlined processes to allow for more efficient processing of accounting records	These forms are filled out and routed electronically instead of using paper.	ITS support, consulting fees	

**Rancho Santiago Community College District
BUSINESS OPERATIONS AND FISCAL SERVICES
FISCAL SERVICES**



Functions:

Fiscal, Budget, and Accounting

These areas ensure all district accounts and funds undergo an annual independent financial audit and follow-up and resolve any related audit issues. We monitor federal, state, and local law changes and revise our practices and procedures as necessary to comply with applicable provisions. We prepare a variety of financial and investment reports, forecasts and projections, cash flow statements, and other various information, calculations and reports for use by internal and external users. We prepare the annual budget assumptions for review and discussion with the Fiscal Resources Committee and District Council, establish the revenue budgets, and provide the campuses with their expenditure allocations. We record, summarize and analyze all financial and budgeting transactions for all District funds. We provide reporting for Full Time Equivalent Student (FTES) information compared to target, and fully satisfy compliance reporting and internal requests for attendance information. We also coordinate student financial aid disbursement activities with Financial Aid and Accounts Payable departments, provide ongoing support to end users in Datatel Finance and work directly with Information Technology Services (ITS) to coordinate with HR and Student Services to get the most out of our integrated system.

Accounts Payable

The Accounts Payable Department performs the primary non-payroll disbursement function for the District which plays a critical role in its financial cycle. We process for payment the general obligations of the District in accordance with current state and federal laws, education code, district policies and procedures and audit practices. To comply with this we ensure the accuracy, completeness and appropriateness of payments made to outside vendors for goods and services, to staff for expense reimbursements and to students for grants, tuition refunds, stipends and other reimbursements.

In addition, we are responsible for the consistent application of relevant controls, policies, procedures, Federal and State laws in payment processing therefore we disseminate, explain and interpret district, state and federal regulations related to accounts payable functions and implement new district policies and procedures resulting from new legislation. We assist the district in accomplishing its objectives by using a systematic, disciplined approach to evaluate and improve the effectiveness of the entire payables process. Furthermore, we undertake wider roles in fraud prevention, cost reduction, workflow system solutions, cash-flow management and internal controls.

To effectively carry out our functions, we maintain good relationships with vendors through accurate and timely payment and response to inquiries. We closely monitor our timing of payments in order to take discounts, maintain satisfactory credit ratings and avoid or minimize interest expense and penalties due to late payments. We also coordinate the accounts payable activities with the Purchasing Department, Warehouse or receiving departments. We maintain effective relationships with the Orange County Department of Education (OCDE) personnel and departments for a smooth payment processing.

The department provides for an efficient document processing through district-wide centrally-controlled vendor files and vendor payment history. We perform Taxpayer Identification Number (TIN) matching against IRS and SSN records district wide to properly identify correct SS# for students and maintain accurate 1099 payee information to decrease backup withholding and penalty notices and reduce the error rate in TIN validation. We establish and maintain vendor records and archiving of files in accordance with county, local, and state requirements and IRS regulations.

Accounts Payable is required to prepare, withhold, remit and file quarterly and annual reports to Federal and State Agencies for 1099, 1042, 592, 542, etc. We also prepare and provide reports to the Board of Trustees and listings, schedules, documentations and files to OCDE and internal/external auditors.

Payroll

The Payroll Department is responsible for the collection, preparation, and the timely and accurate processing of the payroll. This includes the proper calculation of payroll taxes and retirement information for all district employees. We process retroactive payments, contract changes and corrections on an as needed basis. Payroll serves as a resource

to all district employees regarding any and all payroll issues. Our Payroll Specialists analyze source documents from Human Resources and Risk Management to ensure proper taxation and withholding to each employee. The payroll staff assures compliance with all Federal and State regulations, along with District policies and procedures. Our staff also assists other departments with calculating budget costs associated with new positions.

The department continually updates and adapts to changes in accounting, tax and retirement law regulations. This ensures that our employees pay is accurate and our employees will have up to date salary calculations. The Senior Payroll Specialist maintains records of each employee voluntary deductions and all remittances. This includes any voluntary insurance, union dues, membership dues, savings accounts, retirement accounts, etc. The Payroll staff maintains and updates the Employee Information System with Leave Activity, Pay Check calculations and W-2 copies. This website is available to all employees from any computer at any time. The staff verifies all leave taken to assure compliance with Education Code requirements, collective bargaining agreements. The Accounting Manager of Payroll holds Quarterly Timekeeper meetings to keep all sites up to date with Leave procedures and policies.

With the help of our new Employee Time and Attendance system we balance and process each employee absence on a real time system. We post accruals and absences taken and running balances that are available to each employee through any computer and at any time. This allows our employees to monitor their leave time with the most current balance information available.

Using our scanning program, payroll audits and files various forms and timecards for historical documentation. We now audit leave forms in this system as they route electronically from the employee to the supervisor's approval and payroll's auditing and finally the posting of the leave in the Employee Time and Attendance System (TNAS/EIS). The timesheets also follow this approval/auditing routing, but instead are posted to the County's payroll system for payment.

The Accounting Manager of Payroll audits, reconciles and files annual, quarterly and monthly reports to Federal and States Agencies. These forms include W-2, W-2C, 1099, 941, DE9423, 1094B & C, 1095B & C, etc. We process and oversee our third party administrator for our Tax Sheltered Annuity (403(b)) and Deferred Compensation (457) plans.

The department prepares and provides necessary schedules, documentation and files to various auditors. Whether it be our Internal, external auditors or Federal Grant auditors, we furnish all employee payment information to comply with various accounting procedures and Federal and State laws.

Internal Audit

The function of the Internal Audit Department is to provide independent assurance service to the Board, Audit Committee and Management. Audit activities are conducted to assure that policies and procedures are followed and that there are adequate controls in place to mitigate the risk of non-compliance with established standards or regulations, fraud and ineffective administration. We also provide management with recommendations for improvement in areas where opportunities or deficiencies are identified. Our audit process includes planning the audit, performing fieldwork, reporting findings and executing follow-up activities as necessary. In addition, our audit projects can normally be categorized as one of the following: operational or process audit, financial audit, compliance audit, investigative audit or follow-up audits.



**Rancho Santiago Community College District
District Services Administrative Unit Review
Human Resources
2015-2017**

I. Department Mission Statement: (*Please provide a mission statement for your unit.*)

The mission of the Human Resources Department is to provide high-quality professional assistance to our colleges and District in the areas of employee relations, recruitment, and training opportunities. Our goal is to effectively develop, implement and communicate sound and principled policies and procedures that contribute to the well-being and core values of the institution which include fair and equitable treatment of our employees, open and transparent communications, trust, integrity, and mutual respect.

II. Functions and services: (*Please provide the basic functions and services for your unit.*)

Human Resources is responsible for personnel recruitment and the selection processes for all positions in the district; training and professional development for district employees and orientation for new employees; collective bargaining and implementation of collective bargaining agreements; administration and maintenance of all employee records; compliance with state and federal and regulations; management of performance evaluation processes, employee discipline and complaints, and employment related investigations.

III. Customers and recipients of services: *(Who are the customers/recipients of your services?)*

Human Resources serves the entire district and all of the employees in the District. We also serve all applicants for employment and the general public.

IV. Staffing: *(Please summarize the status of your staffing since the last planning cycle and concerns.)*

In 2008, before the lay-off occurred, the Human Resources Department had three (3) HR Analysts, five (5) HR Technicians and one (1) Administrative Clerk. During the lay-off, the Department was reduced by two (2) HR Technicians and one (1) Administrative Clerk. Several years ago, we were provided an Administrative Clerk through transfer who is currently being worked out-of-class as an HR Technician.

However, the Department continues to struggle with the loss of two (2) technical positions. The volume of work has increased dramatically with new legislation and mandatory compliance demands and unprecedented hiring demands. The Department needs to reorganize and add two (2) additional positions to the existing staff to ensure on-going, essential service to the District.

V. **Budgets:** *(Please summarize the status of your department budget and concerns)*

Please see attachment.

VI. Department Assessment: (Please provide internal assessment of your department (by all unit staff) and external assessment (from data provided by the District Services Satisfaction Survey, as well as other sources that your department would like to use). What recommendations would you like to bring to the District's attention?)

a) Internal Assessment:

Please see attachment.

b) External Assessment:

The recent District Services Satisfaction Survey results indicate that overall the HR department is viewed in a positive manner and is characterized as an important source of assistance to the colleges and district community.

However, there continues to be concerns about the responsiveness of the HR staff to phone calls and emails, and various elements of the hiring process.

c) Recommendations:

The Human Resources Department continues to struggle under the weight of providing services and support for the District with a workload that has only increased in scope and complexity but where the staff that supports this workload has been significantly reduced. The Department needs to restore two (2) positions to support the challenges and expectations that are being placed upon it. This would simply replace employee positions that were lost during the lay-off.

VII. Work Plan: (As the result of reviewing your department assessment, what initiatives does your department want to address in 2013-2016? Please identify which RSCCD goal(s) and strategic plan objective(s) does it addresses, what resources do you need to achieve these goals, how will you know that you've achieved that goal at the end of the cycle?)

RSCCD Goals your service initiative address.	RSCCD Strategic Plan your service initiative address.	Service Initiative Goals that your department would like to address.	Unit Outcome (The client) will (intended outcome) as a result of (function or action).	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resource(s) (personnel, technology, fiscal) do you need to achieve your goal(s)?	Results After two years, how did well did you achieve your goals?
		<p>Improve customer service for the colleges and district community. (Goal #5, Objective #2) Fully comply with increasingly complex external demands (ACA, FMLA, STRS accountability) as well as increased internal demands</p>	<p>We will be better able to respond to the internal needs of our employees and to fully comply with the increasingly complex external demands being placed on the Department.</p>	<p>By providing responses within 24-hours to emails and phone calls; addressing issues in the hiring process; and fully supporting the hiring needs of the colleges and district; providing complete and thorough compliance with new legislation and</p>	<p>By hiring sufficient personnel so that the Department staffing is restored to pre-lay-off status and able to fully support District needs. One (1) additional HR Analyst \$115,032.10 One (1) additional HR Technician \$83,119.72</p>	<p>We have made some significant improvements in customer service; however, we continue to struggle operationally with recruitment and compliance issues, largely due to inadequate staffing.</p>
		<p>(Budget Encumbrances, Position Control, ImageNow systems, etc.) (Goal #5, Objective #2) Ability to meet the hiring needs of the District.</p>		<p>external requests.</p>		

VI. Department Assessment: (Please provide internal assessment of your department (by all unit staff) and external assessment (from data provided by the District Services Satisfaction Survey, as well as other sources that your department would like to use). What recommendations would you like to bring to the District's attention?)

a) Internal Assessment:

Human Resources at Rancho Santiago Community College District (RSCCD) is comprised of a senior staff of very experienced, dependable professionals at all levels of the organization, and as such, it continues to be exemplary in its services to district employees and external entities. During the last year alone, Human Resources was heavily involved in recruiting, processing and bringing aboard 35 full-time faculty, 274 part-time faculty, and 422 other new hires. Among the four large community college districts in Orange County, certainly no other Human Resources staff does more with less resources than Human Resources at Rancho Santiago Community College District. Comparative staffing levels among the four districts show a large discrepancy between RSCCD and the other three districts in the County, despite RSCCD being comparably sized in terms of FTES (full-time equivalent students). Human Resources-related staffing at the four districts is as follows:

- RSCCD = 13
- NOCCD = 18
- SOCCD = 27
- OCCCD = 29

The Human Resources Department continues to experience an increasing volume of work as the colleges restore programs and services and must staff them accordingly. Hiring remains at an unprecedented level impacted by this restoration process and the increasing number of retirees in all employee categories. The recruitment area of HR routinely has a minimum of 40 – 60 new positions that are being processed at any given time. At the time that this document is being finalized, HR is actively recruiting and processing 116 positions. The Department simply does not have the personnel to handle this volume of recruitment on a regular basis without hiring at least one (1) new HR Technician for the recruitment area. If that is not forthcoming, HR will be forced to manage this situation by delaying postings to maintain a reasonable and manageable level of work for the employees. The current situation is not sustainable.

In addition, to continue to provide timely and quality HR service to the District, the Human Resources Department needs to hire an additional HR Analyst to meet new legislation and mandatory compliance issues. The volume and complexity of complying with the laws and mandates for the Child Development Centers alone has grown to such a significant level that it requires a dedicated employee to manage just this one area. With the analysts spread so thin, regular, routine work is constantly delayed or impacted and this situation becomes critical if one of the analysts is absent for any reason. The current understaffing is negatively affecting the entire organization and providing HR services at these increasing levels is unsustainable without additional staffing. The alternative is to reduce the level of service that Human Resources provides to the colleges and District.

Looking ahead (2016 – 2019), Human Resources at RSCCD is facing significant challenges in overall workload and its ability to maintain high levels of customer service, with several key factors contributing to the urgency:

- High levels of new hiring for full-time faculty (35% increase) in response to state mandates related to growth (FTES) and replacement of retiring faculty, and the anticipated increased levels of new hiring for part-time faculty and classified support staff.
- High levels of retirements by existing staff throughout RSCCD, including many full-time faculty, one college president and many senior managers from the district's management team, whose replacement requires extensive hiring processes.
- The imminent retirement of most/all of the HR Analysts (3) and managers (4) in the next two to three years.
- The continued reliance on the district's archaic information systems in support of Human Resources, including an antiquated home-grown reporting system and no enterprise data warehouse (which is needed to integrate data from the internal human resource system, Datatel, with data from the district's external payroll provider, OCDE).
- Ever-increasing levels of accountability reporting from state, federal, and external Request For Information (RFI) entities.
- Ever-increasing levels of employee workload monitoring and reporting in response to new state and federal mandates and regulations (ACA, FMLA, STRS, PERS, etc.).

iscal Year: 2016

DEPARTMENT: 53110 - Human Resources Office

Account		Allocated Budget	Actual	% Used	Available
0000-660000-53110-1210	Academic Management : Human Resourc	216,634.00	108,316.50	50.00	108,317.50
0000-660000-53110-2120	Confidential Employees : Human Reso	81,948.00	40,974.12	50.00	40,973.88
0000-660000-53110-3115	STRS - Non-Instructional : Human Re	23,245.00	11,622.36	50.00	11,622.64
0000-660000-53110-3215	PERS - Non-Instructional : Human Re	9,708.00	4,854.18	50.00	4,853.82
0000-660000-53110-3315	OASDHI - Non-Instructional : Human	5,271.00	2,593.76	49.21	2,677.24
0000-660000-53110-3325	Medicare - Non-Instructional : Huma	4,410.00	2,182.94	49.50	2,227.06
0000-660000-53110-3415	H & W - Non-Instructional : Human R	36,708.00	15,298.65	41.68	21,409.35
0000-660000-53110-3435	H & W - Retiree Fund Non-Inst : Hum	3,042.00	1,520.76	49.99	1,521.24
0000-660000-53110-3515	SUI - Non-Instructional : Human Res	152.00	75.03	49.36	76.97
0000-660000-53110-3615	WCI - Non-Instructional : Human Res	7,300.00	3,649.86	50.00	3,650.14
0000-660000-53110-3915	Other Benefits - Non-Instruct : Hum	12,163.00	6,630.48	54.51	5,532.52
0000-660000-53110-5930	Professional Expense/Allowance : Hu	0.00	0.00	0.00	0.00
0000-673000-53110-1210	Academic Management : Human Resourc	167,008.00	83,503.80	50.00	83,504.20
0000-673000-53110-2110	Classified Management : Human Resou	241,040.00	120,519.78	50.00	120,520.22
0000-673000-53110-2120	Confidential Employees : Human Reso	254,711.00	127,355.40	50.00	127,355.60
0000-673000-53110-2130	Classified Employees : Human Resour	291,071.00	148,172.93	50.91	142,898.07
0000-673000-53110-2320	Classified Employees - Hourly : Hum	5,745.00	384.93	6.70	5,360.07
0000-673000-53110-3115	STRS - Non-Instructional : Human Re	17,920.00	8,959.98	50.00	8,960.02
0000-673000-53110-3215	PERS - Non-Instructional : Human Re	93,215.00	46,919.75	50.33	46,295.25
0000-673000-53110-3315	OASDHI - Non-Instructional : Human	50,085.00	23,786.74	47.49	26,298.26
0000-673000-53110-3325	Medicare - Non-Instructional : Huma	14,254.00	7,061.55	49.54	7,192.45
0000-673000-53110-3335	PARS - Non-Instructional : Human Re	75.00	0.00	0.00	75.00
0000-673000-53110-3415	H & W - Non-Instructional : Human R	207,826.00	86,596.81	41.67	121,229.19
0000-673000-53110-3435	H & W - Retiree Fund Non-Inst : Hum	9,831.00	4,917.01	50.02	4,913.99
0000-673000-53110-3515	SUI - Non-Instructional : Human Res	492.00	243.12	49.41	248.88
0000-673000-53110-3615	WCI - Non-Instructional : Human Res	23,594.00	11,800.42	50.01	11,793.58
0000-673000-53110-3915	Other Benefits - Non-Instruct : Hum	23,490.00	11,744.88	50.00	11,745.12
0000-673000-53110-4210	Books, Mags & Subscrip-Non-Lib : Hu	175.00	0.00	0.00	175.00
0000-673000-53110-4610	Non-Instructional Supplies : Human	2,500.00	1,147.18	45.89	1,352.82
0000-673000-53110-4710	Food and Food Service Supplies : Hu	2,356.00	2,081.07	88.33	274.93
0000-673000-53110-5100	Contracted Services : Human Resourc	2,000.00	1,000.00	50.00	1,000.00
0000-673000-53110-5220	Mileage/Parking Expenses : Human Re	100.00	0.00	0.00	100.00
0000-673000-53110-5240	Applicant Travel Reimbursement : Hu	2,500.00	2,072.19	82.89	427.81
0000-673000-53110-5300	Inst Dues & Memberships : Human Res	6,150.00	3,500.00	56.91	2,650.00
0000-673000-53110-5630	Maint Contract - Office Equip : Hum	890.00	0.00	0.00	890.00
0000-673000-53110-5660	Software Support Service : Human Re	18,800.00	18,667.00	99.29	133.00
0000-673000-53110-5700	Legal Expenses : Human Resources Of	90,000.00	54,192.86	60.21	35,807.14
0000-673000-53110-5850	Fingerprinting : Human Resources Of	14,141.00	1,970.00	13.92	16,111.00
0000-673000-53110-5920	Personnel Recruiting : Human Resour	7,500.00	5,572.00	74.29	1,928.00
0000-673000-53110-5940	Reproduction/Printing Expenses : Hu	961.00	712.85	74.18	248.15
0000-673000-53110-5945	Service Pins : Human Resources Offi	7,500.00	0.00	0.00	7,500.00
0000-675000-53110-5210	Conference Expenses : Human Resourc	2,000.00	0.00	0.00	2,000.00
0000-678000-53110-2110	Classified Management : Human Resou	0.00	0.00	0.00	0.00
0000-678000-53110-3215	PERS - Non-Instructional : Human Re	0.00	0.00	0.00	0.00
0000-678000-53110-3315	OASDHI - Non-Instructional : Human	0.00	0.00	0.00	0.00
0000-678000-53110-3325	Medicare - Non-Instructional : Huma	0.00	0.00	0.00	0.00
0000-678000-53110-3415	H & W - Non-Instructional : Human R	0.00	0.00	0.00	0.00
0000-678000-53110-3435	H & W - Retiree Fund Non-Inst : Hum	0.00	0.00	0.00	0.00
0000-678000-53110-3515	SUI - Non-Instructional : Human Res	0.00	0.00	0.00	0.00
0000-678000-53110-3615	WCI - Non-Instructional : Human Res	0.00	0.00	0.00	0.00
0000-678000-53110-3915	Other Benefits - Non-Instruct : Hum	0.00	0.00	0.00	0.00
2330-676000-53110-4620	Non-Instructional Software : Human	0.00	0.00	0.00	0.00
2330-676000-53110-5100	Contracted Services : Human Resourc	0.00	0.00	0.00	0.00
2330-676000-53110-5240	Applicant Travel Reimbursement : Hu	2,353.00	0.00	0.00	2,353.00
2330-676000-53110-5300	Inst Dues & Memberships : Human Res	450.00	450.00	100.00	0.00
2330-676000-53110-5660	Software Support Service : Human Re	0.00	0.00	0.00	0.00
2330-676000-53110-5920	Personnel Recruiting : Human Resour	756.00	6,000.00	793.65	5,244.00
2330-676000-53110-6419	Equip-Software > \$5,000 : Human Res	0.00	0.00	0.00	0.00
Totals for DEPARTMENT: 53110 - Human Resources Office		1,962,070.00	973,110.89	49.60	988,959.11



**Rancho Santiago Community College District
District Services Administrative Unit Review
Information Technology Services
2015-2017**

I. Department Mission Statement: (*Please provide a mission statement for your unit.*)

Information Technology Services (ITS) enables Rancho Santiago Community College District to define and fulfill the role of technology in higher education. Through the use of technological resources, ITS supports academic programs, student services, and administration at the district office, the colleges, and academic centers.

II. Functions and services: (*Please provide the basic functions and services for your unit.*)

ITS is to provide excellent service and support, a secure infrastructure, and innovation in the delivery of information technology products and services that foster learning, productivity, and collaboration.

The majority of ITS services, including the Help Desk, are centrally located in the district office; however, the department also provides substantial technical services and staffing to SAC, SCC, and all of the educational centers and training sites within the district. ITS is responsible for the operating and maintaining the physical infrastructure, computers, servers, and other equipment to support the voice and data network. ITS oversees the core business and communication systems that include email, telephone, student information, financial, and human resources reporting and related software. In addition, ITS oversees the core functions of our public and private facing websites.

III. Customers and recipients of services: (*Who are the customers/recipients of your services?*)

Students, faculty, employees, and the community are the primary customers of ITS.

IV. Staffing: (*Please summarize the status of your staffing since the last planning cycle and concerns.*)

In the past year, ITS has lost two ITS Directors due to retirements. Savings from converting one of these director positions is planned to be used toward funding the Ellucian Cloud initiative.

Savings from the second ITS Director position would be used to fund an additional Applications Specialist IV position. This new position was approved to move forward with hiring. Our programming request are behind and we need additional resources to assign to improving functional areas. The second Business Systems Analyst position was also approved to move forward with hiring.

We recently had an internal promotion to an Applications Specialist III position. Therefore, we currently have a Technical Specialist IV position that is vacant; this position was also approved to move forward with hiring.

There is still a significant shortfall in training services. ITS will continue to work with TAG and other governance committees to recommend a mutually beneficial solution to provide faculty with instructional technology training and employees with business process training. This is evident in the comments of the District Satisfaction Survey. There were many comments under the Academic Computer support and Helpdesk that are indicating that service takes too long, need more staff, need to better understand, and support the faculty needs.

The increase in the quantity of desktop, laptop, tablet, and other electronic devices has decreased the ability to keep current with ongoing requests in a timely manner at SAC, SCC, and our centers. The quantity of units per technician continues to increase. Additionally, the construction projects and remodel projects create additional ITS planning and implementation work. And, the user moves from one location to another location is increasing the need for technicians.

There is also a need for audio visual (A/V) support at our district office. We're currently in conversations about adding streaming video for our board meetings, which will increase this need.

V. Budgets: (Please summarize the status of your department budget and concerns)

ITS is sufficiently funded for the centralized services that we provide including hardware and software maintenance.

There are, however, three areas of concern regarding funding:

Staffing-- While ITS has grown last year, there is a need to fund more analyst and training positions to improve business processes and provide training. Additional technicians at SAC and SCC are also recommended.

New initiatives-- When new initiatives are raised that are outside of the current budget plan, TAG and ITS have a difficult time getting funding.

College computers and classroom technology-- TAG continues to be concerned about the lack of funds identified to regularly refresh computers and classroom technology. TAG has formally requested one-time funds to replace 20% of the computers and projectors and recommends that colleges begin to build this into their campus budgets.

VI. Department Assessment: (Please provide internal assessment of your department (by all unit staff) and external assessment (from data provided by the District Services Satisfaction Survey, as well as other sources that your department would like to use). What recommendations would you like to bring to the District's attention?)

a) Internal Assessment:

ITS has worked diligently to keep up with the demands of the District and the colleges. Because of the bare bones staffing during the financial crisis a few years ago, formal processes such as project requests, prioritizing of projects, documentation, help desk systems, disaster recovery, security, and access controls all suffered. While service was maintained, the lack of formalized processes continued to hinder the department's effectiveness, transparency, and communication.

Overall, ITS staff have solid strength in technical knowledge, whether it is networking, software, or programming. However very few individuals within ITS, and district-wide, have the ability to look at data systemically (i.e. troubleshoot issues or user concerns). The few individuals that have this skill set get overloaded with questions about data and related processes, and district-wide it is expected that ITS perform these functions. In 2015, ITS started offering email and Microsoft O365 cloud to all active students.

b) External Assessment:

The satisfaction scores from the District Survey indicated that most people are satisfied with the quality of service ITS provides. Timeliness of response and availability of assistance scored lower than staff helpfulness or staff knowledge. This is an indicator that although the caliber of service provided is high, ITS continues to need more staff. This need for additional staff is supported by the comments stating "ITS needs more staff".

Another area of concern from the comments of this survey is that the "lines" of ITS are not clearly defined. Employees do not understand ITS' area of responsibility. The complaints regarding A/V equipment shows that most faculty and staff believe this function to be under ITS, when in reality it is under a separate department and unrelated.

c) Recommendations:

The Rancho Santiago Community is a very complex organization. Information and Technology is part of every faculty, staff, and student's life. ITS is called upon for a wide variety of support services and the majority of these needs are urgent. The district expects immediate, competent, and secure service.

In an effort to increase support, ITS will develop mechanisms to manage requests that can meet expectations while also providing adequate transparency. ITS will continue to develop analytical skills as its own core competency.

Projects like offering email and Microsoft O365 to all active students has put an additional tax on the ITS department. This is an important service that the district wanted for many years. Additionally, we plan to implement the new Ellucian Portal in the summer of 2016. This should improve our student experience and make our colleges and centers more competitive in relation to other CCC's. Continued focus and improvement to the overall student experience should be paramount.

VII. Work Plan: (As the result of reviewing your department assessment, what initiatives does your department want to address in 2013-2016? Please identify which RSCCD goal(s) and strategic plan objective(s) does it addresses, what resources do you need to achieve these goals, how will you know that you've achieved that goal at the end of the cycle?)

RSCCD Goals your service initiative address.	RSCCD Strategic Plan your service initiative address.	Service Initiative Goals that your department would like to address.	Unit Outcome (The client) will (intended outcome) as a result of (function or action).	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resource(s) (personnel, technology, fiscal) do you need to achieve your goal(s)?	Results After two years, how did well did you achieve your goals?
Perform ITS Satisfaction Survey	Goal 1 Objective 1	Continued improvement and ratings of ITS services. Develop a mechanism in Survey Monkey to perform an ongoing satisfaction survey.	Reveive better service.	Our ratings improve.	Input from users.	
Develop Training Strategy with Colleges	Goal 1 Objective 1	Improved training. Work with the colleges to develop online training resources for faculty and staff.	Employees will be able to access training documents for common functions.	If end users make use of the training materials provided.	\$250,000 for additional staff.	

RSCCD Goals your service initiative address.	RSCCD Strategic Plan your service initiative address.	Service Initiative Goals that your department would like to address.	Unit Outcome (The client) will (intended outcome) as a result of (function or action).	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resource(s) (personnel, technology, fiscal) do you need to achieve your goal(s)?	Results After two years, how did well did you achieve your goals?
Implement Student Education Plans 3A, 3B	Goal 3 Objective 2	Make module available for functional users. Make Ed Plan available online for students.	Students will be able to perform degree evaluations online and will be able to see their degree progress.	Colleague module implemented and functioning at the departments.	End users to complete setup, training, and go-live with the module. Make the module available to students via WebAdvisor.	
Implement Ellucian Portal	Goal 4 Objective 1	Make the Portal available to students and faculty/staff. Provide a better online navigation experience for students.	Students will be able to navigate easier.	The student experience is improved.	Time, ITS staff, Ellucian staff.	



Rancho Santiago Community College District District Services Administrative Unit Review Public Affairs & Publications 2015-2017

I. Department Mission Statement: (*Please provide a mission statement for your unit.*)

To ensure that the college district and colleges project a professional public image through the use of timely, concise communication and consistent, effective visual materials that support organizational goals.

II. Functions and services: (*Please provide the basic functions and services for your unit.*)

Public Affairs/Media Relations

- Provide public relations services to the colleges and district programs.
- Place positive, timely stories in the media about the colleges/district and neutralize negative publicity.
- Assist in the preparation of articles for the chancellor, college presidents, and other district/college leaders.
- Monitor issues in the media, which have relevancy to the colleges and the district.

Communications

- Develop and implement a comprehensive employee communications program aimed at establishing open, two-way lines of communication with all constituency groups.
- Develop and implement an external communications program to ensure that residents receive up-to-date strategic information about the district and the colleges.
- Develop and maintain the district crisis communications plan.

Social and Web Content

- Develop and publish content on the college district's three main websites.
- Develop promotional strategies using the district's online and new media channels.
- Provide social media guidelines and training to college and district employees.

Marketing/Advertising/Branding/Graphic Communications

- Develop and lead marketing efforts to sustain enrollment and enhance the visibility of RSCCD programs and endeavors.
- Develop logos and corporate identity packages for the college and the district programs.
- Develop and support brand identities, communicate visually consistent and unified messages, and establish and maintain graphic standards of excellence.
- Provide expert writing and copy-editing for college and district promotional materials.
- Provide creative direction and graphic design for all college- and district-sanctioned graphic materials.

Reprographics Services

- Provide quality reprographic services for faculty and staff.

III. Customers and recipients of services: (*Who are the customers/recipients of your services?*)

Internal

- College/district faculty, staff, and administrators
- Board of Trustees
- Students

External

- Local, regional, and national media
- Rancho Santiago Community College District residents
- Santa Ana and Santiago Canyon alumni
- Community-at-large

IV. Staffing: (*Please summarize the status of your staffing since the last planning cycle and concerns.*)

The department leader's title changed from director of communications and publications to director, public affairs and publications. Publications has not succeeded in filling the 19-hour reprographics technician position leading to a request to change the job description. With CSEA's approval of the new description, the unit will be able to move ahead with a permanent hire.

Over the past two years, Public Affairs, Graphic Communications, and Publications continue to be flooded with an onslaught of short- and long-term projects from the colleges and the district. These needs include but are not limited to: enrollment marketing, ever-increasing emphasis on social media, creation of content for significant portions of college and district websites, development of a student portal, the employee communications program, increased media relations efforts for colleges/district, and increased emphasis on marketing collateral production for the colleges, and more.

Current staffing concerns include:

- Graphic Communications — Two graphic designers when there were previously three. We are requesting the addition of a 40-hour graphic designer, OR at the very least the addition of a permanent 19-hour graphic designer as a stop-gap measure.
- Public Affairs — One public relations generalist (the department director) when previously there were four. We are requesting the addition of one public relations specialist.
- Electronic Media — As increased emphasis is placed on online marketing, a 19-hour part-time electronic media specialist is requested.
- Publications - With district print production increasing nearly 20 percent over the past two years and a 25 percent increase in the first six months of 2015-17, a third full-time reprographic technician is needed. (This position can replace the 19-hour position.) Because the department is planning on offering new services such as banner, letterhead and envelope printing the workload demands will increase. The new service offerings will provide less expensive alternatives for departments now spending money on these outsourced print jobs.

V. Budgets: (Please summarize the status of your department budget and concerns)

Graphic Communications

In the past two years, the discretionary budget has remained static at \$12,425. (Note: the Contracted Services account contained \$10,000 at the start of the 2015-16 fiscal year, but this was money that belonged to Public Affairs, and was applied to Graphic Communications because of a budget transfer from the previous fiscal year. This is money to be used at the discretion of the Director of Public Affairs and Publications; it is not part of the Graphic Communications budget.) Areas of concern are: 1) the lack of available funds to purchase new Apple computers for all four staff members within the same fiscal year (because all staff need to have the same, compatible operating systems and software) when necessary, and 2) lack of funds for contracted services - supplemental design and professional photography. 3) lack of funds to provide a computer to enable bringing a student intern into the office for additional support. 4) lack of funds for conferences (professional development).

Recommendation: A total of increase of \$11,000 to the Graphic Communications budget, which includes a \$3,000 increase to equipment, a \$5,000 increase to contracted services, and a \$3,000 increase for conferences (professional development).

Public Affairs

Since the unit benefited from funds made available through a reorganization, funding has been possible for contracted writing services and a boost in our translators' available contract funds. This year, due to a lack of one-time funds for employee communications, the unit was asked to cover the cost of the Lunches with the Chancellor at the colleges. In addition, the ongoing increase in the cost of online public relations tools has put a pinch on the department's budget. Due to these two additional expenses, the department has been forced to discontinue a subscription to an online service that provides broadcast clips of media coverage. Additionally, we no longer receive the Los Angeles Times, which makes it more difficult to monitor media coverage.

Recommendation: A total increase of \$850 to cover the increased costs from online service providers and the Lunches with the Chancellor.

Publications

Over the past two years, the discretionary budget held steady at \$287,464. Since Publications' costs are directly related to the volume of printing demanded by the colleges and the district, Publications' expenses are not controllable at a unit level. Print production increased nearly 20 percent over the past two years due to demand and there was a 25 percent increase in the first six months of 2015-16. Last year, pulp and paper costs rose by just over 2.1% and are expected to increase by that same amount in the next year. Without an increase in funding for printing costs, the unit's ability to meet district/college needs will be impeded. Publications is also working with the colleges to enhance the district's reprographic services by implementing an integrated system that would allow print jobs to be received online and printed on printing equipment at respective district locations. For this to happen, an investment in newer equipment and software will be needed. It's been projected that by investing in this newer technology district-wide, the district will save approximately \$85,000 over five years. The implementation would allow for integrated control of reprographic services district-wide to ensure a cost-effective and on-time delivery and provide an opportunity to offer new print services in-house including envelope printing. Technology updates continue to have an impact on Publications equipment. Several pieces of finishing equipment are nearing or have exceeded their lease agreements and will be in need of being updated within the next two years. The expected cost for this equipment replacement will be around \$5,000.

Recommendation: Funding Publications for \$310,000 will ensure sufficient budget to cover paper increases, potential excess copy costs and equipment longevity.

- Full-time Graphic Designer: \$92,313 (highly preferred), OR permanent, 19-hour Graphic Designer: \$25,329
- Full-time Public Relations Specialist: \$96,130.79
- 19-hour Electronic Media Specialist: \$ 30,871.21
- Full-time Reprographic Technician: \$50,534.32

VI. Department Assessment: (Please provide internal assessment of your department (by all unit staff) and external assessment (from data provided by the District Services Satisfaction Survey, as well as other sources that your department would like to use). What recommendations would you like to bring to the District's attention?)

a) Internal Assessment:

Strengths

The PAP staff perceives its greatest strength as accomplishing much with very limited resources and support. Despite being understaffed, the PAP team continues to produce high-quality materials and upholds its ongoing commitment to high standards in writing, public relations practices, graphic design, and desktop publishing. The staff appreciates the support of experienced, highly competent managers. Overall, the team demonstrates technical proficiency, flexibility, and problem-solving skills. Each team member has each other's back.

Weaknesses

The under-staffing of the department continues to be perceived as its biggest weakness. With the need to compete in the marketplace for student enrollment by increasing audience engagement, the limited staff makes the department unable to fully support the district and the colleges as is required in the current environment. A more robust PAP department will help ensure a boost in enrollment and funding for the entire college district. Other weaknesses include dependence on warehouse and/or mailroom services leading to the sometimes spotty delivery of print jobs. Managers are unable to delegate work due to lack of staff to delegate to making it difficult for them to plan, supervise, evaluate, strategize and guide.

Recommendations

- Additional department staffing would ensure increased support for student enrollment and a better managed and more efficient department.
- Staffing priorities include a full-time reprographics technician, a full-time graphic designer, and an additional PR staff member.
- Staff needs to be empowered to refuse work when it is presented to them with unreasonable deadlines.
- The department needs to continue educating the college community about PAP's role and functions.

b) External Assessment:

Graphic Communications

Eighty-one percent of the 107 respondents to this section of the District Satisfaction Survey rated the overall quality of services as excellent or good; 79% rated timeliness of response as excellent or good; and 88% rated staff knowledge as excellent or good. There were a wide range of comments ranging from "Always ready to assist when we need them," to "I often have a slow response from the graphic designer." One recurrent comment was the need for more staffing in this area. One comment bears consideration: "The staff is talented, responsive, and undervalued. Marketing, branding, graphic communications is an essential tool for the college's success. More staffing is needed in this area."

Public Affairs

Seventy-six percent of the 69 respondents to this section of the District Satisfaction Survey rated the overall quality of services as excellent or good; 75% rated timeliness of response as excellent or good; and 80% rated staff knowledge as excellent or good. The comments included "...we need dedicated social media personnel;" "I like Judy and Eric but they are woefully understaffed;" "we need more outreach to the community via newspaper, TV and radio.;" "I would like to see more training on website content.;" "Rosa has been very helpful;" "Judy is a talented, very pro-active individual. No matter what is asked, she'll find an answer;" "you need more staff;" RSCCD employees seem to desire more internal and external communication to keep audiences updated on district initiatives and progress on key goals.

Publications

Ninety-one percent of the 149 respondents to this section of the District Satisfaction Survey rated the overall quality of services as excellent or good; 89% rated timeliness of response as excellent or good; and 91% rated staff knowledge as excellent or good. The survey comments indicate that staff continues to not differentiate between RSCCD Publications, Quick Copy, CEC Publications, and SCC Publications. Publications district-wide is seen as one unit even though this is not organizationally the case. Comments trend to the positive and include "Good staff;" "Great turnaround on copy requests;" "I can't say enough good things about the team;" "the unit is small, but mighty;" and "Quality and quantity are describing this essential service." A number of comments reflect a need for additional staffing in this unit. One respondent requested that the service be housed at SAC. Recommendations included revamping the online ordering system, notification when jobs are ready for pickup, and "adjusted" announcements and emails.

c) Recommendations:

- To minimize reduction in service, current understaffing in Graphic Communications and Public Affairs needs to be addressed. Additionally, the 19-hour reprographic technician position needs to become a full-time reprographics technician to accommodate the increasing printing volume.
- The department needs to create a strategic plan (tactics and timeline) to continue to communicate about its services and work to ensure that college and district employees understand reasonable timelines.
- Publications needs to assess its equipment and technology needs and create a plan to ensure that equipment is appropriate for district/college needs.
- The recommendations of the district-wide reprographics assessment need to be adopted. Regular and timely communications need to be distributed by Publications to better communicate its services and to ensure adoption of WebCRD distribution with the abolition of hard copy Publications requests. Online color printing submittal needs to be adopted.
- Resources should be identified to provide regular professional development opportunities for the PAP professional staff to ensure that they stay on top of changes in communications and graphic design.

VII. Work Plan: (As the result of reviewing your department assessment, what initiatives does your department want to address in 2013-2016? Please identify which RSCCD goal(s) and strategic plan objective(s) does it addresses, what resources do you need to achieve these goals, how will you know that you've achieved that goal at the end of the cycle?)

RSCCD Goals your service initiative address.	RSCCD Strategic Plan your service initiative address.	Service Initiative Goals that your department would like to address.	Unit Outcome (The client) will (intended outcome) as a result of (function or action).	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resource(s) (personnel, technology, fiscal) do you need to achieve your goal(s)?	Results After two years, how did well did you achieve your goals?
#2	#2	Employee Communications: Continue to research, implement, and evaluate the employee communications program.	College/district employees will have a better understanding of RSCCD's vision, goals, and objectives as a result of more formalized and regular employee communications initiatives.	Whenever feasible, feedback will be solicited from employees to gauge success with particular tactics. A follow-up survey about overall employee communications program will occur annually.	To ensure implementation of a robust plan, including hierarchal communication (CEO), mass media communication (newsletters, email, employee portal, and more), and nonformal networks of communicators, additional staff would be needed--a public relations specialist and a part-time electronic media specialist. The cost of the public relations specialist would be \$96,130.79 and the part-time electronic media specialist would be \$30,871.21.	
#2	#2	College Branding: Continue to refine each college's brand promise and messaging to differentiate it in the competitive marketplace. Partner with an agency for additional research and recommendations for college brand positioning.	Santa Ana College and Santiago Canyon College will be able to conduct more effective, targeted marketing campaigns that lead to increased enrollment; the colleges will have a better idea of how the community views them and messages that resonate with the community can be included in all marketing materials.	We can research audience preferences on ads produced before the research study and those after the study. College enrollment spikes can also be attributed in part to better targeted and positioned marketing.	Funds must be made available by the colleges to engage a marketing firm. To ensure that consistent messaging is adopted, a public relations specialist will offer support to achieving this goal. An estimated \$1,500 will be necessary for the follow-up focus groups.	

RSCCD Goals your service initiative address.	RSCCD Strategic Plan your service initiative address.	Service Initiative Goals that your department would like to address.	Unit Outcome (The client) will (intended outcome) as a result of (function or action).	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resource(s) (personnel, technology, fiscal) do you need to achieve your goal(s)?	Results After two years, how did well did you achieve your goals?
#2	#2	External Communications: Research, develop, and implement a strategic external communications vehicle (newsletter and/or annual report). Such communication is especially valuable as these tactics allow the district and the colleges to present messaging that we control, as opposed to media coverage. With the shrinkage of traditional media (newspapers), having our own means of pushing news out to the community is increasingly important.	RSCCD will be better able to communicate its vision, goals, objectives, as well as the programs and services of benefit to community residents. Should the district/colleges wish to launch another bond measure, the community will better understand our collective value. An external communications tool will also help boost student enrollment.	Whenever possible, we will establish a feedback mechanism (survey or email link) for community input.	An estimated \$42,000 would be needed to cover the costs of community communications. This would include \$36,000 for the printing and mailing about 100,000 4-page newsletters twice a year per college service area and \$6,000 to conduct an opt-in email campaign through an agency to allow us to build an email distribution list permitting additional e-communication. To incorporate the additional projects into the work plan, a public relations specialist would be needed. Position cost: \$96,130.79.	
#2	#2	Graphic Standards: Create and implement graphic standards manuals for the district and Santiago Canyon College and ensure adherence to established graphic standards at Santa Ana College.	The district and the colleges will project a professional public image through the use of consistent, effective visual materials that support organizational goals.	Public Affairs, Graphic Communications and Publications will monitor online and print materials produced to ensure adherence to graphic standards and the manuals will be finalized.	To maximize success, additional personnel are needed in Graphic Communications--a full-time Graphic Designer or a permanent 19-hour Graphic Designer. Continued on additional pages.	

RSCCD Goals	RSCCD Strategic Plan	Service Initiative	Unit Outcome	Criteria for Success	Resource Needs	Results
#2	#2	Websites: In collaboration with the colleges and the district, ensure that the home pages of their respective websites are updated on a regular basis with feature stories, events, news and other important items.	The district and the colleges will project a professional and up-to-date public image through the content and images featured on its websites.	According to a pre-established timeline, each key section of the homepage will be monitored for timeliness. Google analytics can also ensure consistency of visitors over time.	To ensure that the department has the bandwidth to meet this goal, additional staff is needed, including a full-time Public Relations Specialist and a 19-hour Electronic Media Specialist.	
#5	#5	Publications: Implement the recommendations from the completed assessment of districtwide reprographic services to include an integrated print control system as well as the introduction of new Publications services resulting in cost savings.	The district and the colleges will be able to institute cost-saving measures and ensure that printing needs are being efficiently and effectively met district-wide.	Success will be measured through cost savings and overall improved satisfaction of customers as assessed by surveys.	No additional resources.	
#5	#5	Delivery of Print Jobs: In collaboration with the warehouse, campus Quick Copy and Publications Centers, strategize how to better communicate about the delivery of completed printed materials.	The district and college customers will receive their print orders in a more accurate and timely fashion.	Increased customer satisfaction will be gauged by department and district surveys.	No additional resources.	

#2	#2	<p>Marketing: In collaboration with the SAC Marketing Committee and the Ad Hoc SCC Marketing Task Force, establish and implement marketing campaigns and timelines based on enrollment needs.</p>	<p>The colleges will benefit from recruitment of new students who will benefit from college academic programs and services. RSCCD will benefit from increased funding.</p>	<p>The success of marketing will be assessed through campaign analytics, enrollment, as well as feedback from college and district leadership.</p>	<p>An annual marketing budget of approximately \$150,000 - \$200,000 per college.</p>	
#4	#4	<p>Employee Portal: Research and develop an Employee Portal to provide a vehicle for two-way communication with employees and the communication of district/college vision, goals, objectives, and initiatives.</p>	<p>College/district employees will have a better understanding of RSCCD vision, goals, objectives, and initiatives.</p>	<p>The success of the new Employee Portal will be assessed by employee feedback offered anecdotally and through an annually survey.</p>	<p>To ensure completion of the new Employee Portal in a timely manner, additional staff is needed, including a full-time Public Relations Specialist and a 19-hour Electronic Media Specialist.</p>	
#2	#2	<p>Social Media Guidelines: In collaboration with the colleges, establish Social Media Guidelines to ensure that proper communication techniques are used to interact with students, members of the community and employees.</p>	<p>College and district employees will have a better understanding of the communication methods used on trending and emerging social media channels and the appropriate protocol for using them.</p>	<p>Success will be measured by monitoring through social media analytic tools, increased social media followers, and online surveys.</p>	<p>To ensure completion of the new Social Media Guidelines, a 19-hour Electronic Media Specialist is needed.</p>	

#2	#1	<p>PR for Public Affairs & Publications: Continue to conduct outreach presentations, staff resource fairs, and send eblasts to inform college and district staff as to our roles and responsibilities as a department and individual units.</p>	<p>Recipients of our support services will better understand who we are and how we can assist them.</p>	<p>A smoother overall request process, a better working relationship between department staff and our colleagues, as well as higher-quality end products.</p>	<p>No additional resources.</p>	
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Rancho Santiago Community College District District Services Administrative Unit Review Purchasing, Mailroom & Warehouse Services 2015-2017

I. Department Mission Statement: *(Please provide a mission statement for your unit.)*

The Purchasing Department's primary mission is to serve the colleges and departments in a prompt, cost-effective, legal and responsive manner possible. In doing so, the mission of the District to serve the students is made possible.

As a core of professionals, the department seeks innovative ways to meet the needs of its customers; while making cost-effective use of District funds. Staff must follow the mandates of the rules and regulations which govern their actions as well as perform their duties in an ethical and responsible manner.

II. Functions and services: *(Please provide the basic functions and services for your unit.)*

The Purchasing Department is centralized and has the procurement authority for the District, responsible for the acquisition of supplies, materials, equipment and services while ensuring that expenditures are proper, competitive, and without conflict of interest by following mandated rules and regulations, i.e. Public Contract Codes and Education Codes and keeping in compliance with Board Policies and Administrative Regulations, in an ethical and responsible manner. Other major functions are record retention/storage, warehouse/receiving, fixed assets, and surplus property and mail services.

Purchasing Services:

- Procure supplies, materials, equipment and services within the required deadlines.
- Prepare, evaluate, analyze, and recommend awards of bids and requests of proposals for supplies, equipment and services.
- Execute and manage competitive quotations, requests for proposals and formal bids.
- Research and implement the usage of cooperative purchasing contracts, when feasible.
- Purchase without prejudice, seeking to obtain the maximum value for each dollar expended.
- Maintain contractor insurance and bonding certificates.
- Maintain data base for approximately 400 service contracts including leases and rental of property and facilities.
- Execute and manage maintenance contracts (copiers, elevators, HVAC, janitorial, parking lot sweeping, landscape, etc.).
- Provide end-user training for the online requisitioning system.
- Support bond projects related to the furnishing of newly constructed and renovated buildings.
- Recruiting and interviewing new vendors.
- Maintain and enforce the required timelines for records retention.
- Participation in business fairs as an outreach to all business enterprises.

Warehouse & Inventory Control:

- Ensure shipments of received supplies and equipment are correct, undamaged and delivered to departments and sites.
- Make arrangements for return merchandise.
- Follow-up on non-delivery or late delivery of orders.

- Organize and delivery of surplus furniture and equipment to requestor.
- Maintain inventory records of all capital assets, upgrades of equipment, retirements and transfers of equipment.
- Capitalization of all capital needs.
- Posting of depreciation for all depreciable capital assets.
- Prepare inventory reports and reconcile inventory.
- Tag all inventoriable equipment.
- Coordinate public auction for surplus property.
- Coordinate the delivery and return of records to Schick Records Storage facility.
- Work with auction vendors and departments to determine salability of and the best method to sell surplus furniture, equipment and vehicles.

Mail Services:

- Provide mail service to all sites.
- Prepare mail for delivery to post office.
- Sort incoming US mail and inter-office and distribute to departments and sites.
- Sort, log and deliver all accountable parcels and packages.
- Maintain faculty and departmental mailboxes.
- Scrutinize mailings and make recommendations on cost-effective solutions.

III. Customers and recipients of services: (*Who are the customers/recipients of your services?*)

Our customers are comprised of staff, faculty, students, administration within the District as well as outside vendors and contractors.

IV. Staffing: (Please summarize the status of your staffing since the last planning cycle and concerns.)

Purchasing Services:

The department consists of two buyers, one purchasing assistant, one senior purchasing clerk and the director.

Warehouse & Inventory Control:

The department consists of two storekeepers and a supervisor that work out of the same facility at the Orange Education Center. This is adequate for the current departmental configuration. In the distant future, the plan is for the storekeepers to be split between the two colleges. We anticipate that the supervisor would split his day between locations. Additional staffing would facilitate vacations, breaks and absences. The supervisor is also responsible for mailroom staff.

Mail Services:

The mailroom staff consists of two mailroom/warehouse assistants and a lead mailroom clerk. They work primarily out of Santa Ana College and provide part-time coverage at the District Office. This is adequate for the current departmental configuration although when one person is on vacation and another is sick, coverage is a problem and services suffer.

V. Budgets: (Please summarize the status of your department budget and concerns)

Purchasing Services:

The current operating budget is adequate.

Warehouse & Inventory Services:

The current operating budget is adequate. However, funding for additional staff would facilitate the operation as we transition into a multi-campus model.

Mail Services:

The current operating budget is adequate. However, funding for additional staff would ease the burden of employees feeling the need to work through illnesses.

VI. Department Assessment: (Please provide internal assessment of your department (by all unit staff) and external assessment (from data provided by the District Services Satisfaction Survey, as well as other sources that your department would like to use). What recommendations would you like to bring to the District's attention?)

a) Internal Assessment:

Purchasing Services:

We feel we provide a good level of service to the district. We strive to find innovative ways to improve the time it takes to process requisitions to meet the expectations of our customers. This area has improved because we are utilizing technology such as vendor's web portals and online tools to obtain quotes and information which is resulting in a quicker turnaround. Also, posting information, guidelines and district forms on the employee's intranet for ease of access has been very successful as well as publishing the "Requisitioner" newsletter.

Warehouse & Inventory Control:

We feel we provide a good level of service to the district. We are honest and nothing under our stewardship has ever gone missing. Year-end reporting has always been completed satisfactorily and on time.

Mail Services:

We feel we provide a good level of service. We strive to meet the needs of the district in a quick and efficient manner.

b) External Assessment:

Purchasing Services:

Based on the 2013 and 2015 surveys, there has been a significant improvement in most criterias. The overall rating for quality of service in 2015 is higher by 5% compared to 2013. In addition, there are fewer feedback and complaints in the 2015 survey. We believe this is contributed to better communication of the processes and procedures as well as utilizing technology tools to improve in areas of concerns. This validates that the purchasing department is listening to the concerns and suggestions of our customers and being proactive in making the necessary changes to improve the service.

Warehouse & Inventory Control:

Based on the criteria that were surveyed, none rated the department poorly and less than 5% of the respondents felt we were below average. The majority of the responses were in the good to excellent range. We are proud of this but will continue working to improve these ratings in the future. The feedback and suggestions section of the survey reveals delivery turnaround as a hot button topic.

Mail Services:

Based on the criteria that were surveyed, less than 4% of the respondents felt we were below average or poor in any category. The majority of the responses were in the good to excellent range. We are proud of this but will continue working to improve these ratings in the future. The feedback and suggestions section of the survey reveals that some may have a lack of confidence in the correspondence getting from point a to b.

c) Recommendations:

Purchasing Services:

Continue to evaluate business practices and eliminate the redundancy that causes the bottleneck in the work flow and processes.

Warehouse & Inventory Control:

Reassess the priority of the various tasks so that delivery turnaround is improved.

Mail Services:

Be more vigilant in ensuring that mail is sorted and addressed properly.

VII. Work Plan: (As the result of reviewing your department assessment, what initiatives does your department want to address in 2013-2016? Please identify which RSCCD goal(s) and strategic plan objective(s) does it addresses, what resources do you need to achieve these goals, how will you know that you've achieved that goal at the end of the cycle?)

RSCCD Goals your service initiative address.	RSCCD Strategic Plan your service initiative address.	Service Initiative Goals that your department would like to address.	Unit Outcome (The client) will (intended outcome) as a result of (function or action).	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resource(s) (personnel, technology, fiscal) do you need to achieve your goal(s)?	Results After two years, how did well did you achieve your goals?
		Continue to utilize technology tools in order to expedite orders in a timely manner. Identify areas that are causing a bottleneck in the process and eliminate redundancy. Continue to find ways to improve communication regarding processes & procedures.	This will result in a quicker turnaround in processing orders and a better understanding for the customer of the processes & procedures.	The success will be reflected in the next survey and the feedback we will most likely receive during the year.	Not applicable.	
		Meet with warehouse staff to prioritize tasks. Delivery turnaround will need to be higher up the ladder.	Quicker turnaround and fewer complaints from staff.	The success of the changes we implement will be reflected in the next survey by all of our satisfied customers.	Not applicable.	

RSCCD Goals your service initiative address.	RSCCD Strategic Plan your service initiative address.	Service Initiative Goals that your department would like to address.	Unit Outcome (The client) will (intended outcome) as a result of (function or action).	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resource(s) (personnel, technology, fiscal) do you need to achieve your goal(s)?	Results After two years, how did well did you achieve your goals?
		Implement regular meetings with the mailroom staff and emphasize the importance of accuracy in the distribution of mail/correspondence. Periodically, conduct test correspondence to various sites and location to evaluate misdirected mail and level of service.	Develop a greater sense of trust and confidence throughout the district.	The success will be measured by the feedback we get in the next survey and from the test correspondence.	Not applicable.	



**Rancho Santiago Community College District
District Services Administrative Unit Review
Research Department
2015-2017**

I. Department Mission Statement: (*Please provide a mission statement for your unit.*)

The Research Department's mission is to make data accessible to staff at the District and its colleges and to the community and to be responsive to a variety of research needs as they arise and proactive in anticipating future needs in the local college community.

II. Functions and services: (*Please provide the basic functions and services for your unit.*)

The Research Department conducts and coordinates institutional research for the District and its colleges. An annual research agenda is developed based primarily on needs of college and district faculty and staff, as well as state and federal mandates. Generally, the RSCCD Research Department:

- 1) conducts and maintains the following research regularly: institutional effectiveness assessment, community and K-12 enrollment demographics, student learning outcomes (SLO), students outcomes analyses (including retention, persistence, graduation, and transfer statistics), matriculation evaluation, Basic Skills Initiative, assessment practices validation, student demographics, enrollment trends, and surveys of current and former students.
- 2) coordinates some district and college reporting requirements, such as Student-Right-to-Know, and the Integrated Postsecondary Education Data System (IPEDS).
- 3) reviews and manages requests for approval to conduct research using RSCCD students and/or staff as subjects. Such requests are submitted via a Research Protocol, whether employed by RSCCD (in cases where the proposed research falls outside the requestors area of expertise) or not.
- 4) assists departments in their portfolio development by compiling data and conducting surveys.
- 5) assists colleges and District Operations in accreditation self-studies.
- 6) assists in planning activities, including master plan, technology plan, educational plans, and Board of Trustees planning retreats.

III. Customers and recipients of services: (*Who are the customers/recipients of your services?*)

- RSCCD faculty, staff, administration, Board of Trustees, and students
- Community organizations, other community colleges, and independent researchers outside the system
- Government agencies (state and federal)

IV. Staffing: (*Please summarize the status of your staffing since the last planning cycle and concerns.*)

The Research Department continues to operate (since July 2009) with a reduced staff, only a full-time Research Specialist and a Director of Research. Because of fiscal crisis, we were not able to fill the Research Coordinator position when she retired in December 2015.

The absence of three staff positions--along with the specialized skills the position of Research Analyst and Research Coordinator carry with it--impacts the quantity of work that can be produced. At present, the function of the department is confined largely to State and Federally-mandated reporting, program review support for all college/district programs/departments, and the conduct, compilation, and publication of annual research reports and routine studies. Opportunities for innovative research design and study has been severely inhibited. We continue to manage the high volume of requests, but the quality of analysis to assist requestors is not to the standard that we would like to maintain.

In the last year, the colleges had additional categorical funding to hire campus researchers; however, they are also dedicated to the needs of those initiatives funding the positions. Much of the academic and reporting needs for the colleges still falls on the district research department.

In addition to research and reporting functions, the department has also taken on the coordination of the planning function at the District level and assists in the many activities/documents required to plan, including the implementation of the new administrative units planning portfolio and evaluation process.

V. Budgets: (Please summarize the status of your department budget and concerns)

Funding for salaries/benefits has not been restored to its pre-July 2009 levels when the Research Department had five full-time staff (director of research, research coordinator, two research analysts and a specialist) due to district-wide reduction in force. The loss of these staff positions has very much impacted our ability to serve our customers fully and efficiently. Only the director position and 40% of the now-vacated coordinator position is funded through general funds and the remaining from categorical funds (which have diminished greatly with each passing year and are dependent of campuses' willingness to contribute).

The non-staffing funds for the Research Department is approximately \$1,000 for 2015-16 (supplies, mileage/parking expenses, conference, contracted repair services, and printing expenses). While this very limited funding has been adequate in the past, Research is now experiencing difficulties due to outdated computers and software needed to conduct research. The two desk-top printers are old and have limited capacity and the networked printer housed locally in the Research Department cannot be repaired due to cost to fix would exceed cost to replace. We are billed, per use, for other options available to us (Publications and Networked Xerox housed in Educational Services Division Office) and we have very limited funding available for these charges.

In the past, we've been subsidized to a small extent by grant funding we can use as needed; however, those type of monies are also rare in this economy.. While this very limited funding has been adequate in the past, Research may experience difficulties in the coming months/years due to out-dated technology. Two desk-top printers are old and have limited capacity and the networked printer housed locally in the Research Department is not functioning fully and cannot be repaired. We are billed, per use, for other options available to us (Publications and Networked Xerox housed in Educational Services Division Office) and we have very limited funding available to us for those charges (\$195 allocated for the year).

VI. Department Assessment: (Please provide internal assessment of your department (by all unit staff) and external assessment (from data provided by the District Services Satisfaction Survey, as well as other sources that your department would like to use). What recommendations would you like to bring to the District's attention?)

a) Internal Assessment:

Staffing is greatly diminished since Summer 2009 to a director and a specialist. Conversely, expectations have grown significantly to support more grant-funded projects, new State- and Federal-mandated accountability, the need for greater emphasis on classroom-based research, and a greater responsibility to coordinate and support district-wide planning efforts. We have had to work the specialist out of class to ensure the type of research/analysis needed are completed to the highest quality (such as validating testing instruments for placement and constant analysis of datawarehouse to ensure effective and efficient use of by all researchers in the district).

Finally, the perception that with the addition of campus researchers has alleviated the workload for our department is far from true as they are responsible for the research needs of the initiatives for which they are hired (mostly in the area of student equity and student support services). We continue to provide the research, data and accountability needs to the colleges and district.

b) External Assessment:

Findings in the District Services Satisfaction Survey (December 2015) were generally very favorable. The Research Department was rated highly on all aspects (helpfulness, knowledge, availability, timeliness of response, and services provided fit the needs). There was some consensus that the reduction in force has resulted in staffing having to work harder to ensure turn-around times and project priorities are completed. We concur with their assessment that the importance of classroom assessment needs to be of concern to ensure good strategies are being implemented to assist our students and faculty. Changes in the classroom impact the overall college outcomes data upon which the public primarily reviews and critiques our district/college performance.

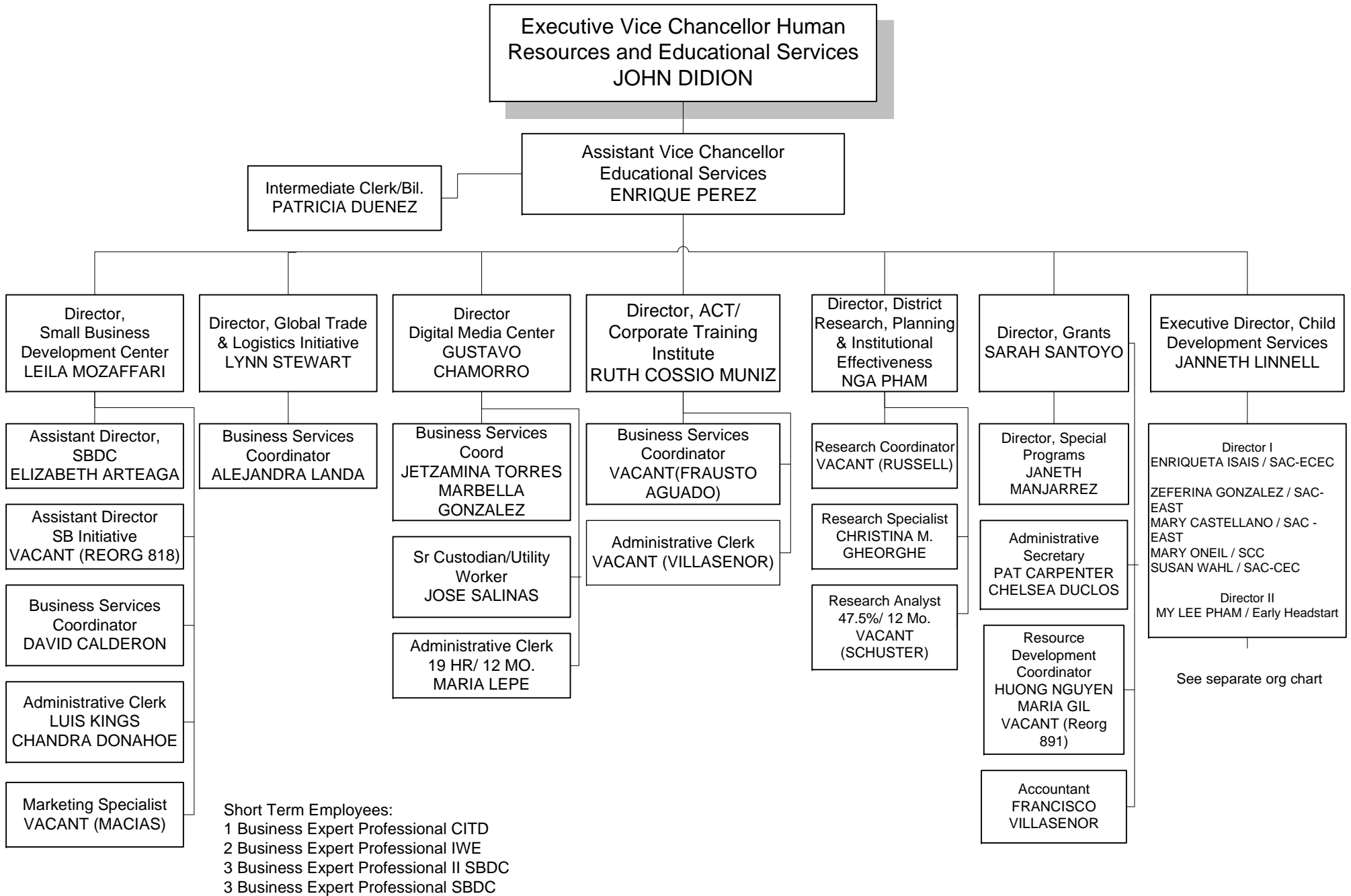
c) Recommendations:

It is crucial to reassess the research function from a broad perspective to identify the vision of the District and its colleges with regards to the use of local research and, then, how best to deliver those support services to its customers (centrally as a District function, locally at the colleges, or a hybrid of both). It is almost certain that additional funding will be necessary as current manpower cannot meet the needs of the ever-expanding demand, as local, State and Federal mandates will continue to escalate to satisfy public consumption for accountability of their tax dollars.

VII. Work Plan: (As the result of reviewing your department assessment, what initiatives does your department want to address in 2013-2016? Please identify which RSCCD goal(s) and strategic plan objective(s) does it addresses, what resources do you need to achieve these goals, how will you know that you've achieved that goal at the end of the cycle?)

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Goal 5	Objectives 5.B and 5.C	Assess the research function and assign responsibilities for the college research office, for for the district to ensure no duplication of efforts. The outcomes should be documented in the RSCCD Functions/Mapping of Responsibilities	Faculty/staff will have better access to research support (either from college research office or the district research offices)	Ability for RSCCD researchers to address a wider variety of research needs; research products beyond routine updates of flat data	Broad participation from various college/district groups on "wish lists" for ideal delivery of research services It is expected, long-term, that additional funding and resources will be needed to breathe life into the plan	
Goals 1 and 3	Objectives 1.A and 1.C Objectives 3.A and 3.C	Assess the needs of the community to ensure the district /colleges serve them appropriately in light of limited resources	Faculty and administraton will have data to plan and implement appropriate strategies for student learning and success	When faculty and administration has the data needed to make plans and implement the data	Broad input from various college/district groups to brainstorm on how the type of data/information needed	

Rancho Santiago Community College District EDUCATIONAL SERVICES





**Rancho Santiago Community College District
District Services Administrative Unit Review
Resource Development
2015-2017**

I. Department Mission Statement: (*Please provide a mission statement for your unit.*)

The Resource Development Department is dedicated to assisting the colleges, continuing education and the district to obtain additional resources that will help them achieve their goals and objectives, contribute to student support, achievement and success, and to provide support services to ensure effective grant management.

II. Functions and services: (*Please provide the basic functions and services for your unit.*)

Research and Analyze Grant Opportunities: Search for grant opportunities that fit the goals and resource needs of the colleges, continuing education and the district. Thoroughly review grant opportunities to provide detailed summaries and consultation to assist the College Councils and POE Committee in evaluating grant opportunities and deciding which ones to pursue.

Grant Development and Submission: Assist with all aspects of grant proposal development; summarize the opportunity and provide consultation regarding its requirements and potential benefits; coordinate the grant team; schedule and direct grant development; write, edit and proofread grant proposals; coordinate compilation of all parts of the grant application; create and submit final application.

Grant Management: Conduct grant start-up meetings for new awards and/or new directors to provide an overview of the grant project, terms and conditions and requirements and district policies and procedures; provide compliance and planning consultations; provide budget and program planning to assist directors in allocating funds and planning activities in accordance with grant timelines, objectives, and conditions; assist project directors and staff with managing grant funds and match requirements by providing cost estimates, calculations, and guidance on transfer of expenditures, budget changes, staff costs and assignments; provide guidance and feedback on preparing for and completing program reports; complete and respond to funders' directions regarding all grant forms and documents - e.g., face sheets, contracts, budget modifications, etc.; assist with preparation for site visits and audits; complete reports required for the Transparency Act.

Training: Provide training on grant terms and conditions to new directors or for new projects. Offer grant workshops for faculty during flex week.

III. Customers and recipients of services: (*Who are the customers/recipients of your services?*)

Resource Development's customers are the faculty, administrators, project directors and project staff at the colleges, continuing education centers, and the district office.

IV. Staffing: (*Please summarize the status of your staffing since the last planning cycle and concerns.*)

Our department consists of the Director of Grants, Director of Special Programs (manages the CTE EF project), two Resource Development Coordinators, and an Accountant.

V. Budgets: (Please summarize the status of your department budget and concerns)

For 2014/2015, Resource Development's budget was \$305,937 to support the costs of the Director, portions of the costs of the Resource Development Coordinators, staff development, printing and office supplies.

The department supports two printing services - one in the office, and the main printer for the Educational Services Division. We are primarily using the printer in the Resource Development Department for day-to-day items, but it is old, and though leased, is having a number of glitches. We will likely need to lease a newer machine, which will increase costs. Our use of the division's Xerox machine is for large items, and in limited situations where color copies are required or legal-sized documents need to be printed. As Resource Development and Educational Services split the cost for the division copier, we depend on the machine's tracking of departmental and program use to charge-back costs to their budgets to assist with covering the cost.

As staff costs increase--COLA, step, etc.--our staff development, printing and supply budgets are reduced. This has a significant impact as the Director, and often the coordinators, need to attend grant development and regulation meetings and training to develop competitive grant applications and provide up-to-date compliance guidance. This need has been met by supporting workshop costs through grant projects, but there are cases where such funds cannot be used or are insufficient to cover costs.

VI. Department Assessment: (Please provide internal assessment of your department (by all unit staff) and external assessment (from data provided by the District Services Satisfaction Survey, as well as other sources that your department would like to use). What recommendations would you like to bring to the District's attention?)

a) Internal Assessment:

Recommend hiring another Resource Development Coordinator to provide grant writing and development. This will enable the director/grant writer to identify more grant opportunities, and provide resources to pursue more grant opportunities.

Recommend that the District take advantage of technology to make processing fiscal forms and status change forms more efficient, and free up human labor for more complex analysis and problem-solving decisions. The current model of review/return/correction, with more than one person reviewing forms to ensure they are filled out correctly and accurately is an inefficient use of time. As staff costs increase due to COLA, health, and pension rates, our ability to increase staff to match the increased workload is limited. We have to do more with less. The form review/return/correction process could be handled more quickly and effectively by a computer system, and reduce the amount of drudge work on the resource development staff and accountants to enable them to take on the expanding work load of more and larger grant projects.

b) External Assessment:

In the District Satisfaction Survey, though most respondents rated the Resource Development Department's services as Excellent or Good, there is a clear indication of need related to the ability of staff to respond to the level of need for services.

Survey responses reveal an issue with the level of service provided: "I contacted the office for help; received some information, but never any follow-up," and "They need more staff to become more proactive in getting funding for our projects."

With limited staff, our focus is on sustaining services at the level of quality to be effective, successful and compliant. There is no room to grow the level of service.

c) Recommendations:

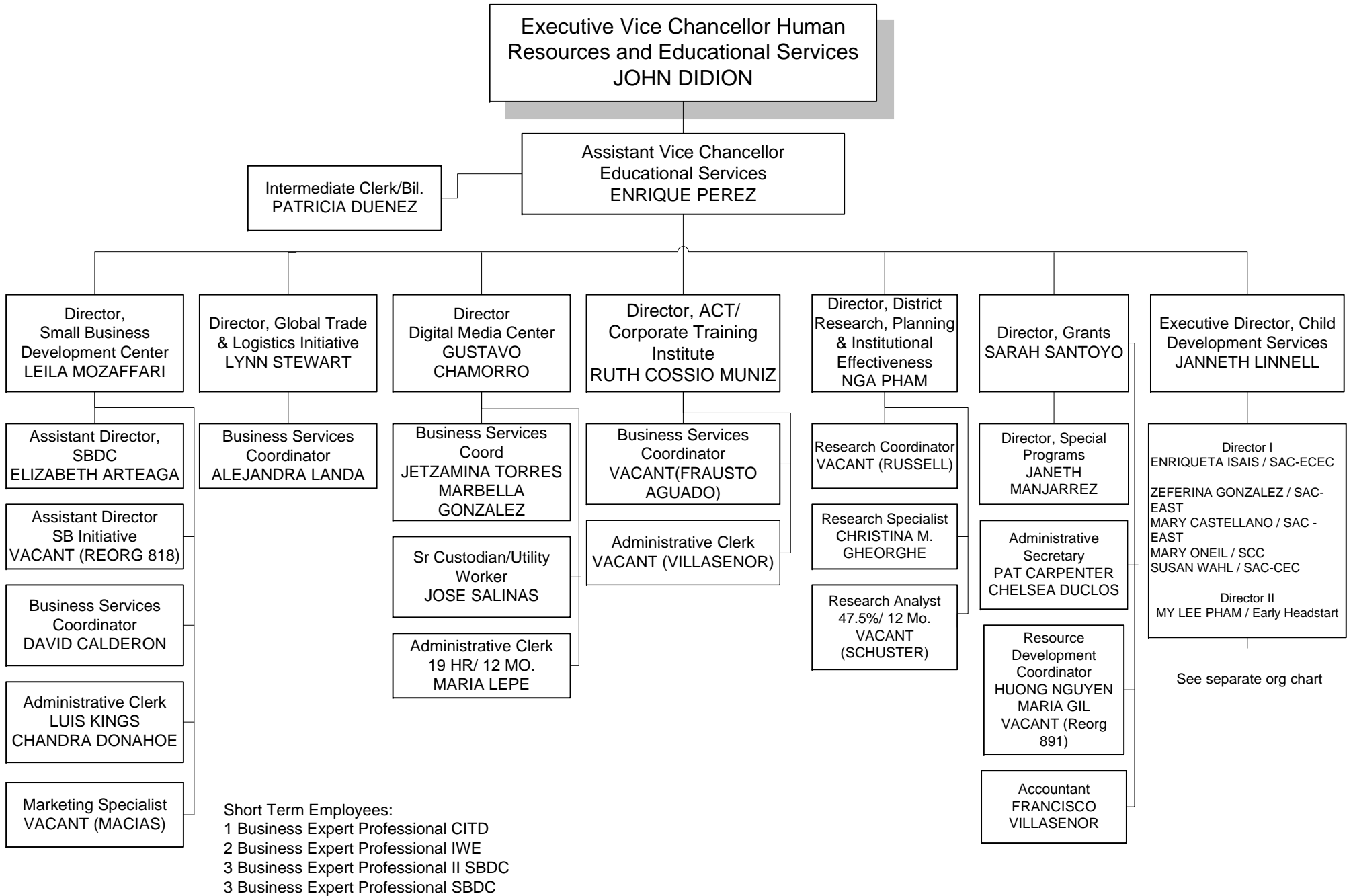
The recommendation is to hire another Resource Development Coordinator who would be primarily tasked with grant development and writing services. The estimated annual costs is \$110,697.

VII. Work Plan: (As the result of reviewing your department assessment, what initiatives does your department want to address in 2015-2017 Please identify which RSCCD goal(s) and strategic plan objective(s) does it addresses, what resources do you need to achieve these goals, how will you know that you've achieved that goal at the end of the cycle?)

RSCCD Goals your service initiative address.	RSCCD Strategic Plan your service initiative address.	Service Initiative Goals that your department would like to address.	Unit Outcome (The client) will (intended outcome) as a result of (function or action).	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resource(s) (personnel, technology, fiscal) do you need to achieve your goal(s)?	Results After two years, how did well did you achieve your goals?
Goal 1: ...allocate resources .. .to optimize alignment of students' needs with services and fiscal resources.	Develop sustainable, alternative revenue streams to address student educational needs.	Identify, evaluate and pursue grant opportunities that will increase the colleges', continuing education centers', and district's capacity to address student educational needs.	The colleges, continuing education and district programs will be able to pursue grant opportunities that support their missions, goals, and objectives through the grant development services provided by Resource Development.	Success will be measured by the ability to respond to all grant development requests, the number of proposals submitted, and the number of grants awarded.	Grant writer, Resource Development Coordinator, computers, printer.	
Goal 2: ...assess educational needs ...pursue partnerships ... to collaboratively meet those needs.	Support integrated approaches to student success and achievement.	Develop grant proposals that involve partners and collaborative efforts to address the complex factors influencing student success.	The colleges, continuing education and district programs will participate in grant projects that involve partnerships and collaboration through the facilitation and support by Resource Development.	Success will be measured by the submission and award of grant proposals involving partners and collaboration.	Grant writer, desktop computer.	

RSCCD Goals your service initiative address.	RSCCD Strategic Plan your service initiative address.	Service Initiative Goals that your department would like to address.	Unit Outcome (The client) will (intended outcome) as a result of (function or action).	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resource(s) (personnel, technology, fiscal) do you need to achieve your goal(s)?	Results After two years, how did well did you achieve your goals?
Goal 3: ...improve rates of course completion and completion of...transfer, degrees, certificates and diplomas.	Support faculty development in areas of innovative pedagogies and curriculum design. Examine success rates..promote strategies...	Develop grant projects that reflect research-based and best practices for teaching and instruction to achieve measurable gains in student success: e.g., course completion, persistence, grades, completion of certificates, degree, and/or transfer.	RSCCD will enhance its technological infrastructure, support faculty development in the areas of innovative pedagogies and curriculum and program development, and promote strategies that foster student equity through additional funds secured through grant awards.	Success will be measured by grant awards that support these specific areas for development, and inclusion of student achievement data to inform project design and to establish baselines for improvement, and outcome data provided in annual reports.	Grant writer, desktop computer, access to up-to-date information on best practices/innovations/effective pedagogical practices and curriculum design, research data on student demographics, enrollment and achievement. Access to journals on educational scholarship.	

Rancho Santiago Community College District EDUCATIONAL SERVICES





Rancho Santiago Community College District District Services Administrative Unit Review

Risk Management
2015-2017

I. Department Mission Statement: (*Please provide a mission statement for your unit.*)

The overall mission of the Risk Management Department is to minimize the risk of loss, financial or otherwise through the protection of district resources which include employees, students, visitors and property.

It is the mission and goal of the Benefits department to work diligently to provide professional and courteous support to employees and retirees in the orientation, implementation and equitable administration of benefits in accordance with applicable state and local laws and regulations, policies and collective bargaining agreements.

II. Functions and services: (*Please provide the basic functions and services for your unit.*)

RISK MANAGEMENT provides support and resources to staff and faculty on a wide range of matters including workers compensation, ergonomic assessments, safety issues, hazardous materials, waivers and releases, Certificates of Insurance, subpoenas and other legal matters, DMV checks, and contract review for proper insurance and indemnification clauses.

The BENEFITS DEPARTMENT manages the medical, dental, and vision plans for eligible employees and their dependents as well as other fringe benefits such as life insurance, Employee Assistance Program, Hyatt Legal, and United Pet Care.

III. Customers and recipients of services: *(Who are the customers/recipients of your services?)*

Risk management services are enjoyed by all employees, students and visitors and Employee Benefits are enjoyed by benefits-eligible employees and retirees.

IV. Staffing: *(Please summarize the status of your staffing since the last planning cycle and concerns.)*

We are at full staff with 3 people in the office and we are able to manage the day-to-day activities of Risk Management and Employee Benefits. We have done a lot of cross-training so each of us can help out in other areas when needed, such as open-enrollment. I don't see any staffing concerns.

V. **Budgets:** *(Please summarize the status of your department budget and concerns)*

Our department budget has been adequate as we continually strive to reduce costs.

VI. Department Assessment: (Please provide internal assessment of your department (by all unit staff) and external assessment (from data provided by the District Services Satisfaction Survey, as well as other sources that your department would like to use). What recommendations would you like to bring to the District's attention?)

a) Internal Assessment:

Overall, the department staff is very happy with the products we provide to the recipients of our services. We continually strive to make improvements in our web site and other communication platforms.

Diane Loya would like to see more automation inputting the cash benefit data into Datatel to free up more of her time.

We would all like to see a page on our intranet that we could direct employees to see all their benefits at a glance, and not just their health and welfare benefits.

b) External Assessment:

The recent District Services Satisfaction Survey confirms that our department is friendly and responsive to the needs of our employees.

c) Recommendations:

VII. Work Plan: (As the result of reviewing your department assessment, what initiatives does your department want to address in 2013-2016? Please identify which RSCCD goal(s) and strategic plan objective(s) does it addresses, what resources do you need to achieve these goals, how will you know that you've achieved that goal at the end of the cycle?)

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Risk Management:	Goal 5, Objective 2	Continue to increase our professional development by taking classes and achieving a Certified School Risk Manager designation.	Provide better service to our employees and students.	By completing the series of classes and passing the associated tests we will achieve the designation.	Staff time. It does not look like we will need any fiscal resources. We are trying to have our insurance pool fund the classes.	
Benefits:	Goal 5, Objective 2	Work with IT and HR to automate the process of inputting an employee's cash benefit data into Datatel. This is a very cumbersome, time consuming process for the Benefits department that looks like it could be easily automated.	This would allow us to re-allocate staff time to focus on more pressing matters.	When the system is automated.	Staff time.	

RSCCD Goals your service initiative address.	RSCCD Strategic Plan your service initiative address.	Service Initiative Goals that your department would like to address.	Unit Outcome (The client) will (intended outcome) as a result of (function or action).	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resource(s) (personnel, technology, fiscal) do you need to achieve your goal(s)?	Results After two years, how did well did you achieve your goals?
Benefits:	Goal 5, Objective 2	<p>Create a site on our employee intranet where a new-hire would be able to see all their benefit information in one place.</p> <p>Our department provides information on health and welfare benefits, but new hires want to know about vacation, sick leave, holidays, etc. That info is not easy to find.</p>	A much simpler process for new employees.	When the web page is up and running.	Staff time.	



Rancho Santiago Community College District District Services Administrative Unit Review

District Safety and Security

2015-2017

I. Department Mission Statement: *(Please provide a mission statement for your unit.)*

The mission of the District Safety and Security Department of the Rancho Santiago Community College District (RSCCD) is to serve and protect the people and property at all district locations to ensure a safe and secure educational environment that encourages personal and intellectual growth.

II. Functions and services: *(Please provide the basic functions and services for your unit.)*

Using a community policing model, officers work with the college community to solve problems and create a safe learning environment.

Officers patrol campuses effectively and visibly to deter crime and to be available to provide customer orientated services to students, faculty, staff and visitors.

Respond to serious incidents and emergencies, providing first aid to injured or ill persons.

Respond to criminal incidents and other disruptive events rapidly and appropriately, making efforts to restore a peaceful environment.

Request help from local law enforcement agencies when necessary.

Maintain accurate documents, records and reports about incidents, crimes, emergencies and daily activities.

Enforce parking and traffic regulations on campus to prevent accidents and ensure pedestrian and vehicular safety

Address student disciplinary problems and to prevent potentially violent activities with student services staff.

Monitor fire and life safety alarms systems and intrusion alarm systems to ensure proper functioning and to ensure timely response to alarm activations.

The department trains on an annual basis in order to be able to respond to emergency situations and also to be up to date with changes in legislation and policies.

The department has overall responsibility for the publishing of the annual security report, also known as the Clery Report. This report is a comprehensive statement of security policies, identifying Campus Security Authorities, Title IX policies and other campus safety programs.

III. Customers and recipients of services: (*Who are the customers/recipients of your services?*)

Faculty, staff, students and visitors on campuses.

IV. Staffing: (*Please summarize the status of your staffing since the last planning cycle and concerns.*)

Since our last planning cycle, the department has been able to implement some of the recommendations of the Public Safety Task Force. In particular, supervisory coverage has been improved with the recruitment of two sergeant (manager) positions for the swing shift. These two officers have been assigned to Santa Ana College and Santiago Canyon College respectively. We currently have some vacancies in our part-time pool of officers, and it is anticipated that they will be hired within the next 3-4 months. Including managers, we have 22 full time employees, consisting of 5 supervisors, 1 dispatcher / clerk, 1 administrative secretary, and 15 full time officers. There are also 15 part time officers and 14 reserve officers for a total of 51 staff for all campuses and centers. These staff patrol the campuses, Continuing Education sites and provide administrative support for the department. The Staff at SAC and SCC operate on a twenty four hour seven days a week basis. Currently, the department is planning a reorganization to provide a full time dispatcher / clerk and a part time position to SCC, this was identified in the last planning cycle but it was only recently that funding was able to be identified. The continuing education sites, at CEC and OEC, have security present when our staff are present or classes are in session. This equates to 16 hours Monday through Friday and 8 hours on a Saturday. Currently there are plans for continuing education to open two new sites, one in Santa Ana and one in Orange. There has been some discussions around security provision, and there may be a need to recruit officers to work in these new sites. It is envisaged in this planning cycle that there may be a turn around of staff. Several of the full time officers have indicated they may be retiring over the next couple of years. This will bring with it challenges as these officers are senior and have immense experience in their roles. To mitigate this a more robust training program for the new hired officers will be implemented.

V. Budgets: *(Please summarize the status of your department budget and concerns)*

The department's budget is made up of revenue from parking permits, citations and the general fund. While we have been able to hire some new supervisors, using existing budgets there is an expectation that there will be a need for new officers to work in the new continuing education sites, both in SAC and SCC. There is no surplus in our current budget to address these needs. There are also increasing expectations with the safety and security areas in light of recent campus emergencies and active shooter events nationally. There is a need for training and programs to be put in place to initially educate students, faculty and staff around sexual assault prevention, by-stander intervention and reporting procedures (Title IX). There is also a need for training on an ongoing basis with safety and security officers, campus security authorities and staff around the requirements of the Clery Act. This training is on an ongoing basis which requires formal programs. Other concerns lie around active shooters, which needs to have threat assessment and eyes and ears training for students, faculty and staff. All these new legislative requirements place increasing pressure on our budgets. The budget could be increased by increasing parking permits prices, or citation amounts though there does not appear to be a desire to do these either at this stage.

VI. Department Assessment: (Please provide internal assessment of your department (by all unit staff) and external assessment (from data provided by the District Services Satisfaction Survey, as well as other sources that your department would like to use). What recommendations would you like to bring to the District's attention?)

a) Internal Assessment:

Due to budget cuts the Environmental Safety and Emergency Services position was combined with Safety & Security. As a result of this, associated training for all the personnel in the District does not get the attention it deserves. There is a need to recruit again Environmental Safety and Emergency Services position on a part time basis.

There is a need for a new radio system for better communication across the District.

Threat Assessment is widely accepted to be a very proactive way to deal with students of concern. There is a need for formal policies and procedures to be implemented.

Continuing Education are opening two new sites, they may will need to have additional officers to work at those sites.

The department needs to review and update their current policies and procedures and formalize the information into Standard Operating Procedures.

b) External Assessment:

The majority of the responses, from the District Satisfaction Survey, were excellent or good in terms of our overall service. It was encouraging to note that overall satisfaction of people increased to two thirds of people thinking District Safety and Security do an excellent job. In all areas of the satisfaction survey the department scored over 60% in the excellent rating; this is a very good base for the department to work on. In the written comments were very positive and reflect the work that the department has undertaken to improve our profile and presence on our campuses.

c) Recommendations:

- Continued training with all officers and staff on customer service and community policing models.
- Appoint a part time Environmental Safety and Emergency Services position to maintain emergency response plans, conduct emergency drills and table tops exercises on campuses.
- Create formal policies and procedures for Threat Assessment Management Teams on our two campuses.
- Increase visibility on our campuses by having more officers trained on bicycles.
- Increase the number of student assistants, to provide support to current officers
- Identification and training of Campus Security Authorities (CSAs) at our campuses and centers.

VII. Work Plan: (As the result of reviewing your department assessment, what initiatives does your department want to address in 2013-2016? Please identify which RSCCD goal(s) and strategic plan objective(s) does it addresses, what resources do you need to achieve these goals, how will you know that you've achieved that goal at the end of the cycle?)

RSCCD Goals your service initiative address.	RSCCD Strategic Plan your service initiative address.	Service Initiative Goals that your department would like to address.	Unit Outcome (The client) will (intended outcome) as a result of (function or action).	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resource(s) (personnel, technology, fiscal) do you need to achieve your goal(s)?	Results After two years, how did well did you achieve your goals?
RSCCD Goal # 1, 2 & 4.		Ongoing training on customer service and community policing.	Improved customer service and problem solving on the campuses	Improved satisfaction survey results.		
RSCCD Goal # 1 & 4.		Increase and improve parking enforcement program at SAC and SCC.	Better enforcement will make the campuses safer for pedestrians and road users	Reduction in safety related parking issues and increase in revenue either from parking permit sales and / or citations issued.	Purchase of additional hand held citation issuing devices. Additional signage, speed bumps and striping.	

RSCCD Goals your service initiative address.	RSCCD Strategic Plan your service initiative address.	Service Initiative Goals that your department would like to address.	Unit Outcome (The client) will (intended outcome) as a result of (function or action).	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resource(s) (personnel, technology, fiscal) do you need to achieve your goal(s)?	Results After two years, how did well did you achieve your goals?
RSCCD Goal # 1, 2 & 4		Recruit a part-time Environmental Safety and Emergency Services position or the contracting out of these needed services.	Increase the training and exercises available to campus communities.	The campus community will be better able to deal with emergency situations.	Permission to hire needed to fulfill this position when budgetary conditions allow.	
RSCCD Goal # 1, 2 & 4		Reintroduce the entry level position, campus safety assistant. This position will carry out more routine activities, such as parking enforcement.	Improved visibility and customer service to the campuses.	Improved satisfaction survey results.	Permission to hire these additional positions.	



**Rancho Santiago Community College District
District Services Administrative Unit Review
Small Business Development Center
2015-2017**

I. Department Mission Statement: (*Please provide a mission statement for your unit.*)

The mission of the Orange County Small Business Development Center is to stimulate economic growth in Orange County by providing small businesses and entrepreneurs with expert consulting, effective training and access to resources.

II. Functions and services: (*Please provide the basic functions and services for your unit.*)

The Orange County SBDC provides: assessment, one-on-one consulting, business and managerial training, access to capital facilitation, outreach and referral services to Orange County's small business community. These services are provided in English, Spanish and Vietnamese. Orange County SBDC also provides start-up assistance to entrepreneurs (including students) who want to start (or purchase) a business. Summary of services offered by Orange County SBDC throughout Orange County include:

1. BUSINESS PLANNING - includes research, preparation, development, and review
2. MARKETING - business development, target market identification, strategy development and implementation.
3. TECHNOLOGY - Web-sites, search engine optimization, e-mail and article marketing, social media.
4. FINANCIAL - financial statement development, analysis, strategy, capital needs, cash flow management.
5. ACCESS TO CAPITAL - determination of financing needs, preparation of financial documentation, review of final loan documentation, and referral to potential lending institutions
6. PROCUREMENT - Contracting with major corporations and the Government: building capacity, obtaining certification(s), marketing to public agencies and corporations, identifying and responding to opportunities, and getting bonding and financing.
7. INTERNATIONAL TRADE – Determining export potential, developing an export strategy & international plan, market research, Finding and qualifying foreign customers, streamlining the export process, distribution options, Preparing and Adapting Your Product for Export, export regulations, logistics, financing export transactions.

III. Customers and recipients of services: (*Who are the customers/recipients of your services?*)

Primary customers: Orange County's Small Business Community including small businesses, associations, and chambers of commerce, as well as student entrepreneurs or would be entrepreneurs interested in self-employment or starting small business.

IV. Staffing: (*Please summarize the status of your staffing since the last planning cycle and concerns.*)

Staffing has remained the same since the last planning cycle - however the position of Assistant Director of SBCD is vacant since July 2015.

V. Budgets: *(Please summarize the status of your department budget and concerns)*

Our budget consists primarily of federal funds (from US Small Business Administration through CSU Fullerton) matched by non-federal funds through California Community Colleges Chancellor's Office (CCCCO), District match to CCCCCO programs in Small Business and Global Trade and Logistics, and industry/private funds from corporations and foundation in a fully braided model. The status of our budget is fluid as the needs of funders evolve which impact the braiding that allows us to operate as a whole.

VI. Department Assessment: (Please provide internal assessment of your department (by all unit staff) and external assessment (from data provided by the District Services Satisfaction Survey, as well as other sources that your department would like to use). What recommendations would you like to bring to the District's attention?)

a) Internal Assessment:

The SBDC is respected at RSCCD by those who interface with it. Due to its external focus in serving the community, it is not as known as it could be to the RSCCD family particularly those that are at SAC and SCC with the exception of the Business Division and Community Services. Reliance on categorical grant funds and their focus has an impact on how we serve the community.

b) External Assessment:

As an accredited member of the Association of Small Business Development Centers, Orange County SBDC uses a formal and vigorous evaluation method to determine the effectiveness of its technical assistance programs. Every training attendee is surveyed to determine the effectiveness of our training program and their input is incorporated in future offerings.

On a semi-annual basis, a survey is e-mailed to technical assistance clients and the responses are reported via Neoserra.

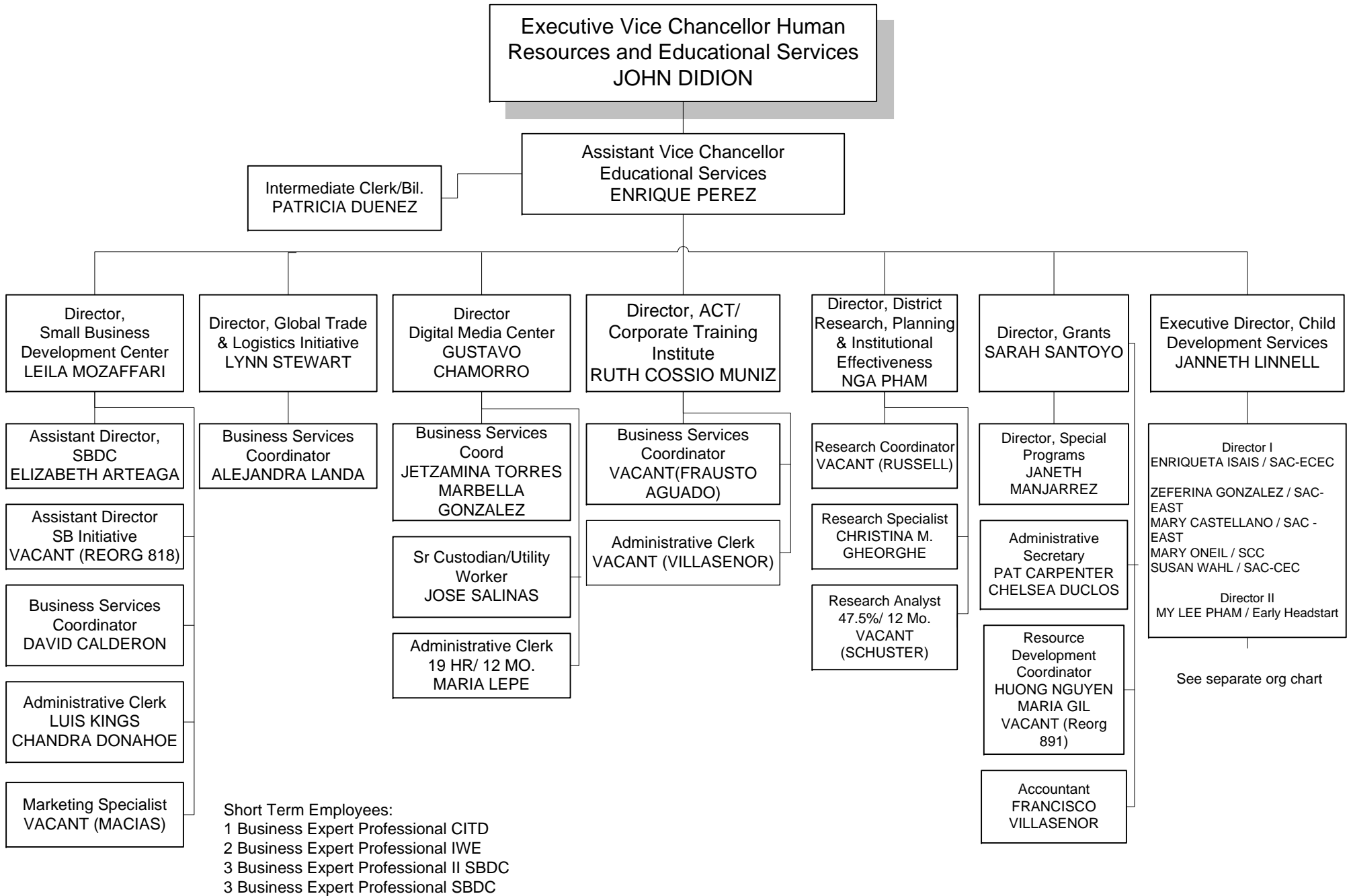
Orange County SBDC has been recognized by US Small Business Administration (SBDC's Federal Funding Source) as an SBDC Center of Excellence due to the fact that our services have been deemed superior to similar programs at other colleges.

c) Recommendations:

VII. Work Plan: (As the result of reviewing your department assessment, what initiatives does your department want to address in 2013-2016? Please identify which RSCCD goal(s) and strategic plan objective(s) does it addresses, what resources do you need to achieve these goals, how will you know that you've achieved that goal at the end of the cycle?)

RSCCD Goals your service initiative address.	RSCCD Strategic Plan your service initiative address.	Service Initiative Goals that your department would like to address.	Unit Outcome (The client) will (intended outcome) as a result of (function or action).	Criteria for Success How will you know you've achieved your goal?	Resource Needs What resource(s) (personnel, technology, fiscal) do you need to achieve your goal(s)?	Results After two years, how did well did you achieve your goals?
RSCCD will assess the educational needs of the communities served by RSCCD and then pursue partnership	Strengthen outreach and recruitment; develop new and sustain current relationships with key partners and stakeholders	Training entrepreneurs and small business owners/employees in BUSINESS PLANNING, MARKETING, TECHNOLOGY, FINANCIAL, ACCESS TO CAPITAL, PROCUREME	Attendees	Number of attendees Training evaluation results		
RSCCD will assess the educational needs of the communities served by RSCCD and then pursue partnership	Strengthen outreach and recruitment; develop new and sustain current relationships with key partners and stakeholders	Consulting with entrepreneurs and small business owners/employees in: BUSINESS START-UP, BUSINESS PLANNING, MARKETING, TECHNOLOGY, FINANCIAL, ACCESS TO CAPITAL, PROCUREMENT, INTERNATIONAL TRADE	Business Starts Capital Infusion Long Term Clients	Clients sign verification letter showing what impact was achieved.		

Rancho Santiago Community College District EDUCATIONAL SERVICES



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